

Economic Studies of the Economic Development Administration

*An Annotated Bibliography
1995–2001*

2001



*The EDA Mission: Enhancing Community Success in Attracting
Private Capital Investment and Lucrative Job Opportunities*

Research and National Technical Assistance
Economic Development Administration
U.S. Department of Commerce

www.doc.gov/eda

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The findings, conclusions, and recommendations in these economic studies and their abstracts are the authors' and do not necessarily reflect the views or policies of the Economic Development Administration or the U.S. Department of Commerce.

**Research and National Technical Assistance
Economic Development Administration
U.S. Department of Commerce**

A MESSAGE FROM ASSISTANT SECRETARY DAVID A. SAMPSON

I am passionate about economic development. I believe economic development is of critical importance because it supports two important public policy objectives: creating wealth and minimizing poverty. The creation of wealth enables people to be economically self-sufficient and provides the resources needed for building safe, healthy, convenient, and attractive communities in which people want to live and raise their families. Minimizing poverty is important because poverty is not only dehumanizing, it is extremely costly in terms of underutilized human and capital resources, welfare transfer payments, soaring public health care costs, crime, and declining neighborhoods that lose their value. Thus, the public sector has a legitimate interest in supporting those efforts to bring economic opportunity to all segments of our society.

But while I am passionate about economic development, I also realize it is not the public sector that creates wealth and minimizes poverty, but the private sector. Therefore, the public sector role is to foster a positive environment where the private sector will risk capital investment to produce goods and services and increase productivity, thereby providing the high-skill/high-wage jobs that offer opportunity to all Americans.

I am committed to leading EDA to become the premier standard bearer for economic developers across the country. I believe that EDA's programs provide an appropriate and critically needed service to America's distressed communities. I am equally committed to the belief that the government is accountable for the funds it spends and the programs it carries out. I believe that EDA must be able to demonstrate, through tangible outcomes and measures, how it is performing and the value of its programs. And as the premier economic development partner, EDA must set the standard for excellence with its own operations and management.

EDA, as mandated by President Bush and Commerce Secretary Evans, will move aggressively from a culture of compliance to one of performance. As such, we are reorienting EDA from a processor-of-grants philosophy to that of an investment philosophy. Successful economic development projects attract private-sector capital investment and create value-added jobs. But successful economic development ventures are also beneficial for local communities and government at all levels. By investing in successful undertakings, creating jobs, and expanding the economy, the demand for government expenditures for social services decreases while tax revenues increase.

*David A. Sampson
Assistant Secretary
for Economic Development*

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INTRODUCTION

This annotated bibliography is the fifth in the 36-year history of the Economic Development Administration (EDA). It describes 132 economic research, evaluation, and technical assistance reports funded by EDA's Research and Technical Assistance programs. Most of the reports were completed from 1995 through 2001. A few were completed prior to 1995 but were not included in earlier bibliographies.

Reports appear alphabetically by title within each of three major program areas: research, national technical assistance, and local technical assistance. Local technical assistance studies were included only if the reports were of regional or national interest and applicability.

Some of the reports are available from the grantee organization. Some are available from EDA at no charge, either in hard copy while supplies last or in downloadable PDF format from EDA's Web site (www.doc.gov/eda). Most are available from the National Technical Information Service (NTIS) of the U.S. Department of Commerce. A report's NTIS number or title is needed to obtain a copy from NTIS. NTIS requests should be directed as follows:

National Technical Information Service
5285 Port Royal Road
Springfield, Virginia 22161
1.800.553.6847

John B. Fieser edited this bibliography. Questions should be addressed to EDA's Research and National Technical Assistance staff at 202.482.4085.

Research Reports:

1. Activities and Potential Outcomes of the Economic Development Administration's Defense Adjustment Program

Authors: Diane Palminteri and others
Organization: Innovation Associates, Arlington, VA, assisted by Mt. Auburn Associates, Somerville, MA
Date: 1997
Project No.: 99-10-13778
NTIS No.: PB2001-107618, A10 (\$44.00)
Key Words: defense adjustment and conversion, development strategies, EDA program evaluations, EDA Defense Adjustment Program, infrastructure, revolving loan funds, technical assistance

The Defense Adjustment Program (DAP) of the Economic Development Administration (EDA), in operation since 1992, has supported a variety of activities that have helped states and communities adjust to new economic conditions brought about by defense cutbacks. EDA has provided funding to 108 communities in 37 states to support public works projects, revolving loan funds (RLFs), planning, and technical assistance. Many of these projects have already made substantial contributions to the economic growth and stability of their communities. As the projects mature, they are expected to make even greater contributions to their local and state economies.

This evaluation is based upon survey responses from 139 DAP grantees and 112 RLF borrowers that identify program activities and outcomes. Because three-fourths of the projects were in progress at the time of the survey, most of the outcomes reported by grantees were potential outcomes. Major findings include the following:

1. At the time of the survey, public works and RLF grantees had created or retained over 10,000 jobs. Grantees expected this number to climb to 45,000 jobs one year after project completion.

2. Over two-thirds of RLF borrowers reported increasing their employment by 25 percent or more only two years after receiving RLF loans; half said they had increased their employment by at least 50 percent.

3. Half of all respondents said that the EDA project had enhanced cooperation between the public and private sectors, increasing the awareness of local industry needs.

Recommendations to EDA include conducting regular, ongoing evaluations of program impacts and maintaining EDA's close cooperation with the Department of Defense.

2. Assessment of Technology Infrastructure in Native Communities

Authors: Linda Ann Riley, Bahram Nassersharif, John Mullen
Organization: New Mexico State University, Las Cruces, NM
Date: 1999
Project No.: 99-07-13799
NTIS No.: PB2000-100385, A08 (\$36.00)
Also available from EDA Web site.
Key Words: Indian reservations, infrastructure, Native Americans, rural telecommunications, technology, technology infrastructure

This report, prepared in response to an August 6, 1998, presidential directive, assesses the current state of technology infrastructure in native communities, identifies challenges to improving the state of that infrastructure, and makes recommendations for overcoming those challenges. It defines technology infrastructure broadly, to include both advanced telecommunications and more traditional infrastructure needed to support modern technologies. The researchers find that despite gains in some areas, native technology infrastructure continues to lag far behind infrastructure in non-native communities. This places them at a severe and growing competitive disadvantage in today's economy. Native communities face many barriers to developing new infrastructure, but none is more serious than their generally weak economic base. In short, poor infrastructure and a weak economic base are mutually reinforcing. The researchers argue that the federal government can do much more than it currently is to encourage private investment and foster local capacity to develop and manage modern technologies in these communities. Several of their recommendations for federal action are as follows:

1. Develop a long-term, consistent federal investment strategy for Native technology infrastructure.

2. Increase funding, formulate incentive programs, and facilitate strategic partnerships for the development of Native technology infrastructure.

3. Improve the efficiency with which existing Native infrastructure programs are delivered.

4. Recognize the sovereignty of tribes to plan, develop, and manage their own technology infrastructure.

5. Assist Native communities to upgrade their basic utilities.

6. Assist Native communities to upgrade their educational facilities and programs for workforce development and management training.

3. Attracting High-Wage, High-Growth Industries to Rural Areas

Authors: John D. Baker and others
Organization: Texas Workforce Development Network, Austin, TX
Date: 1996
Project No.: 99-07-13777
NTIS No.: PB97-114847, A06 (\$29.50)
Key Words: business attraction, development strategies, labor market information systems, rural development, training

This report presents a plan for helping rural areas attract high-wage, high-growth industries. The premise of this plan is that workforce development boards or Private Industry Councils can use the involvement of private business leaders to understand industry and to design the workforce training that high-wage, high-growth jobs require. The report examines three industries with high potential for contributing to rural economic development: telecommunications and information services, health care and related services, and environmental technologies and services. Building rural competitiveness depends on plans that consider the skill requirements of such desirable industries. To create such plans, towns must evaluate their economic characteristics, the forces that influence their economies, and the need for firms that are compatible with those economies. In addition, area planners must know what occupations make up the industries they wish to attract and what kind of training workers in those occupations need. Rural towns are an alternative for industries seeking new locations for expansion. In general, a rural area must identify and satisfy the following requirements for a firm to locate there: favorable transportation costs, an adequate skilled labor force, and adequate or updated infrastructure. By following the report's process of creating a local board and developing a strategic plan, rural areas can more successfully attract quality industries and jobs, and train a competitive workforce for future high-skill environments.

4. Building the Future: Stories of Successful Indian Enterprises

Author: not identified
Organization: National Congress of American Indians, Washington, DC, assisted

by Alliance Management Systems, Washington, DC, and the Harvard Project on Indian Economic Development, Cambridge, MA

Date: 2001
Project No.: 99-07-13797
NTIS No.: PB2001-105953, A08 (\$36.00)
 Also available from EDA Web site.
Key Words: development strategies, Indian reservations, job creation, Native Americans, rural development, small businesses

The purpose of this report is to identify and describe those factors that foster and constitute successful enterprises in Indian Country, and thereby assist other Indian-owned enterprises. It profiles 19 individually owned or tribally owned enterprises and looks at the common factors that have led to their success.

The profiled enterprises were chosen from 74 enterprises that responded to a detailed survey. To select the profiled enterprises, a definition of a successful enterprise was established by looking at criteria mostly unique to Indian country: (1) How many Indian jobs does the enterprise create? (2) Is the enterprise tribally owned? (3) Is the enterprise reservation-based? (4) Is the enterprise financially stable? (5) How many years has the enterprise existed? After the 19 enterprises were chosen, a profile was developed for each containing four sections: tribe and reservation profile, business profile, success and challenges, and summary. Analysis of the profiles reveals that five common factors have led to successful enterprises: (1) diversified markets, (2) financial security for business partners and investors, (3) positive relationships with banks, (4) an independent board of directors, and (5) nontraditional financing.

5. The Challenges of Providing Future Infrastructure in an Environment of Limited Resources, New Technologies, and Changing Social Paradigms

Editor: not identified
Organization: National Research Council (NRC), Washington, DC
Date: 1995
Project No.: 99-07-13779
Copies, printed by the National Academy Press, are available at 1-800-624-6242 or from NRC at 202/334-3376.

Key Words: development finance, infrastructure, technology

The national infrastructure is an essential underpinning of our economy and quality of life. It is a source of both problems and opportunities. NRC's Board on Infrastructure and the Constructed Environment is concerned with the role that well-planned, well-constructed, and well-operated infrastructure must play in sustaining the economic and environmental health of our cities and communities. To assist in understanding these issues, the Board periodically organizes colloquia, workshops, and other informational activities.

There are two basic issues concerning the infrastructure: how to make it more efficient and affordable and how to finance it. The first issue was the subject of a colloquium held on March 24, 1995, at the National Academy of Sciences to discuss the challenge of providing future infrastructure in the face of limited resources and the uncertain impact that new technologies and social forces will have on the ways we live and work. This publication is the proceedings of that meeting. The finance issue was discussed at a later colloquium, whose proceedings (*Financing Tomorrow's Infrastructure*) are abstracted elsewhere in this bibliography.

6. Changing Work Organization in Small Manufacturers: Challenges for Economic Development

Authors: Nikolas Theodore and Rachel Weber

Organization: University of Illinois at Chicago, Chicago, IL

Date: 2000

Project No.: 99-07-13804

NTIS No.: PB2001-105687, A04 (\$25.50)
Also available from EDA Web site.

Key Words: development policies, employment practices, employment security, literature reviews, small manufacturers

This working paper reviews the growing literature on the changing employment practices of small and medium-sized manufacturers. Specifically, we examine the literature in four areas: (1) hiring practices, (2) employment security and retention, (3) career ladders, and (4) economic development policy. Observers disagree about the extent to which restructuring has taken place in smaller firms, the nature of workplace change, and the impact of this change on employees. The policy arena is just as contentious; a variety of strategies have been proposed to provide employment opportunities, particularly for low-income populations. By synthesizing the

research to date and evaluating the key debates in this area, this literature review will assist economic development practitioners in making the leap to workforce issues.

This is the third of a series of reviews of economic development literature and practice conducted for EDA beginning in 2000.

7. Cluster-Based Economic Development: A Key to Regional Competitiveness

Authors: James O. Gollub and others

Organization: Information Design Associates, Mill Valley, CA

Date: 1997

Project No.: 99-07-13789

NTIS No.: PB98-130156, A06 (\$29.50)
Summary available from EDA Web site. Full report available from EDA (202/482-4085).

Key Words: cluster-based development, collaboration, competitiveness, development strategies, industry clusters, regional development

Drawing on case studies of 17 initiatives and more than a decade of state and local experience in regional economic development, this report describes a framework for regional growth based on the recognition that healthy regional economies are composed of industry clusters and their supporting economic infrastructure. Industry clusters consist of agglomerations of competing and collaborating industries in a region networking into horizontal and vertical relationships involving strong common buyer-supplier linkages and relying on a shared foundation of specialized economic institutions. Because they are built around core export-oriented firms, industry clusters bring new wealth into a region and help drive the region's economic growth.

Because no two regions face identical challenges in adapting to economic change, economic development leaders must seek an approach that is adaptable to the political, economic, and social circumstances of their region. The cluster framework can be a valuable tool for effective economic change because it is

1. Market Driven—focusing on bringing the demand and supply sides of the economy together to work more effectively.

2. Inclusive—reaching out to large and small companies, as well as suppliers, and supporting economic institutions.

3. Collaborative—placing great emphasis on collaborative solutions to regional issues by participants motivated by self-interest.

4. Strategic—helping stakeholders create a strategic vision of their region's next-generation economy shared by many

different constituencies and providing motivation and commitment to action.

5. Value-Creating—improving depth (more suppliers) and breadth (more industries) to increase regional income.

The effort to be inclusive in cluster-based economic development pays off even when modestly accomplished. By changing the terms of the dialog within the regional economy, businesses, government, and other institutions can build new ways of achieving individual and regionwide goals. As the logic and tools of cluster strategy become better integrated into the practice of economic development, regions nationwide can look forward to creating environments that are more market-driven and effective.

A companion volume of case studies is also available and is described below.

8. Cluster-Based Economic Development: A Key to Regional Competitiveness— Case Studies

Authors: James O. Gollub and others
Organization: Information Design Associates,
Mill Valley, CA
Date: 1997
Project No.: 99-07-13789
NTIS No.: PB98-117088, A06 (\$29.50)
Also available from EDA
Key Words: cluster-based development,
collaboration, competitiveness,
development strategies, industry
clusters, regional development

This report is a companion volume to the above research publication of the same title. Using 18 case studies of 17 initiatives, the report describes a variety of frameworks for regional growth all based on the recognition that healthy regional economies are composed of industry clusters and their supporting economic infrastructure. The cases are located in the states of Arizona, California, Connecticut, Florida, Missouri, New Mexico, Ohio, Oregon, Pennsylvania, Tennessee, Texas, Washington, and the Mexican state of Chihuahua.

9. Competitive Regionalism: Beyond Individual Competition

Author: Linda McCarthy
Organization: University of Toledo
Toledo, OH
Date: 2000
Project No.: 99-07-13808

NTIS No.: PB2001-105692, A05 (\$27.00)
Also available from EDA Web site.

Key Words: competitive regionalism,
cooperative networks, Europe,
literature reviews, regional
development, urban development

This report presents the findings of a comprehensive comparative review of the interdisciplinary academic and public policy literature on competitive regionalism to promote urban economic development in the United States and Western Europe. Competitive regionalism may hold the promise of addressing some of the shortcomings of interjurisdictional competition where individual cities compete to promote private-sector investment using substantial public resources. Competitive regionalism involves regional cooperative networks of local public, private, and nonprofit bodies, with higher tiers of the state, that focus their economic development efforts for the benefit of the metropolitan region as a whole.

The review identifies the major economic, political, and other factors that have raised the importance of competitive regionalism and summarizes the key debates over the scope and limitations of regional cooperative efforts. It provides examples of the main kinds of cooperative regionalism in the United States and Western Europe, discusses the chief factors that cause variations in efforts within and between countries, and identifies best practice in forging cooperative networks. It examines some of the public policy implications of these findings for U.S. cities and regions and for the national economy, and assesses how the experience in Europe can inform U.S. policy and practice.

This is the second of a series of reviews of economic development literature and practice conducted for EDA beginning in 2000.

10. Coping with Dislocation and Adjustment: A Technical Manual for Distressed Communities

Authors: M. Ross Boyle, F. Kenneth Stokes,
Elnora Clink, and Carol Martin
Organization: McManis Associates,
Washington, DC
Date: 1982
Project No.: 99-10-00111
NTIS No.: PB84-159771, A06 (\$29.50)
Key Words: adjustment strategies, community
development, economic adjust-
ment, economic dislocation

This manual presents approaches and techniques that can be used by communities that must deal with an imminent or actual sudden and severe economic dislocation. The ideas contained in it are drawn from an in-depth assessment of the efforts of people in some 20 places and from written reports on the activities of groups in nearly 200 other communities across the country that have developed and implemented adjustment strategies to cope with the effects of the potential or actual loss of a major employer. The experiences of these communities point to approaches and tools that work in specific situations, as well as those that do not. Site visit reports are included as an appendix to this manual. The manual discusses the two phases of the adjustment strategy process—preparing an adjustment strategy and implementing that strategy. The last chapter presents sample responses to the four dominant causes of sudden and severe economic dislocations. These sample responses can be used as points of departure in setting up tailored approaches for dealing with dislocations in any community.

(See also the smaller 1984 McManis research report, *Coping with the Loss of a Major Employer: A How-To Manual*.)

11. Coping with the Loss of a Major Employer: A How-to Manual

Author: M. Ross Boyle
Organization: McManis Associates, Washington, DC
Date: 1984
Project No.: 99-07-13605
NTIS No.: PB96-176870, A04 (\$25.50)
Key Words: adjustment strategies, community development, economic adjustment, economic dislocation

This brief manual is designed to help community leaders cope with the loss or threatened loss of a major employer or the loss of a substantial number of jobs due to employment cutbacks. It provides a four-step process for developing and executing an adjustment strategy: (1) organizing to respond to the problem, (2) analyzing the problem, including determining the cause and identifying adjustment options, (3) developing and choosing the selected options, including financing tools, technical assistance, and support services, and (4) executing the selected strategy. The manual presents a “typical” community’s approach to the economic adjustment process. However, since each community will have unique conditions, the approach must be tailored to fit local circumstances.

(See also the longer 1982 McManis research report, *Coping with Dislocation and Adjustment: A Technical Manual for Distressed Communities*.)

12. Defense Adjustment Infrastructure Bonds: Credit Enhancement Grants Make Affordable Capital Available

Author: Scott M. Reznick
Organization: Commonwealth Development Associates, Inc., Philadelphia, PA
Date: 1998
Project No.: 99-07-13793
NTIS No.: PB99-128076, A08 (\$36.00)
 Also available from EDA Web site.
Key Words: credit enhancement, defense adjustment and conversion, development finance, development strategies, EDA Defense Adjustment Program, infrastructure bonds, innovative finance, local redevelopment authorities (LRAs), military bases, reuse

Converting a closed or downsized military base to civilian use often requires Local Redevelopment Authorities (LRAs) to make substantial early investment in infrastructure. However, the money available for infrastructure has been inadequate. Reliance on limited grants and current income has hobbled LRAs working to seize today’s redevelopment opportunities. Municipal bonds can bridge this funding gap:

- A long-term capital asset, infrastructure is ordinarily paid for with income or revenues generated over the facility’s useful life
- Municipal bonds—particularly at today’s low tax-exempt interest rates—are an affordable, prudent way to invest in priority base reuse infrastructure projects.

States, counties, and municipalities may issue their own general obligation or revenue bonds to finance defense adjustment infrastructure. Or LRAs may issue bonds secured with real estate income, user fees, or tax increments. However, these LRA bonds will ordinarily be rated below investment grade and will pay higher interest rates. States, counties, and municipalities may credit enhance LRA bonds to achieve investment-grade credit ratings and lower interest costs. Credit enhancement assures bondholders of timely principal and interest payments.

EDA can make credit enhancement grants to fund multiyear debt service reserves or subsidized interest accounts for LRA bonds. EDA credit enhancement grants—with a state, county, or municipal pledge or guarantee, or bond insurance or letter of credit—will help LRAs access affordable investment-grade capital to immediately invest in infrastructure and galvanize redevelopment and conversion. Thus, EDA’s limited defense adjustment funds can be leveraged to allow support to more of the deserving communities facing base closures. This report describes the details and choices involved in this attractive financial option.

13. Design for Profit: How Small American Companies Can Use Design to be More Competitive in the International Marketplace

Authors: Peter R. Dickson, Wendy Schneier, Peter Lawrence, and Renee Hytry

Organization: Corporate Design Foundation, Boston, MA

Date: 1996

Project No.: 99-07-13758

NTIS No.: PB96-191226, A04 (\$25.50)
Also available from the grantee (617/350-7097).

Key Words: competitiveness, design, exports, manufacturing, product design, small and medium-size enterprises

This project began with a survey of about 1,200 chief executives who have been listed in *Inc. Magazine's* 500 and 100 Surveys. These are chief executives of the fastest growing companies in the United States. Detailed results of this survey are included in the report's article, "Managing Design in Small High-Growth Companies." The grantee then researched and developed a series of examples of the use of design and successful companies. Short descriptions of these nine success stories are included in the report.

The grantee can provide additional information on the subject in the form of the publication *@ Issue*, which is published three times a year. Finally, from the work that was begun during this project, additional educational material is being developed for executives of small and medium-size companies in the form of a series of video tapes, jointly developed by the grantee and Carnegie Mellon University's Department of Design.

14. Developing a Skill-Based Local Labor Market Information System: A Guidebook for Communities

Authors: Kevin P. Balfe and others

Organization: NCI Research, Evanston, IL

Date: 1996

Project No.: 99-07-13767

NTIS No.: PB96-143425, A09 (\$41.00)

Key Words: employment, Fort Wayne (IN), health care employment, labor market information systems, local

development, manufacturing employment

This guidebook is the result of a large demonstration project—funded by the Department of Labor—to test concepts and techniques to improve the quality and usefulness of local labor market information. The project brought together key participants from both the demand and supply sides: employers, education and training providers, and government agencies involved in workforce development. The project involved representatives from each of these potential user groups in developing the framework and components of an information system that could facilitate and lower the cost of local labor market transactions.

A midwest location was used for the demonstration, to reduce costs to NCI Research and because of the interest and support of federal agency managers in that region. Indiana was selected because of little experimentation there with such labor market systems. Since the project's goal was a broadly replicable demonstration system, the preferred demonstration site was a mid-sized community with a diversified economy. South Bend was selected.

The demonstration project's methodology consists of six basic steps: (1) organizing the project, including getting key user groups, such as employers, to "buy in," (2) determining industry coverage, after analysis of the local economy, (3) analyzing occupations to find those with high opportunities, (4) selecting target occupations, using a committee of local industry representatives, (5) developing occupational profiles, with inputs from employers and others, and (6) developing the information system, in printed form and as interactive computer software. As information is developed for initial target industries and occupations, the process cycles back through the six steps to expand the system's coverage.

The selection criteria for target local industries includes the following: (1) those that show above average growth in the recent past and/or those for which such growth is predicted, (2) those that have substantial size and job openings, and (3) those with relatively high-paying jobs, especially if education/training requirements are not extraordinary (i.e., some post-secondary education or training, but less than a four-year degree). The industries selected for the South Bend demonstration include five in manufacturing (SICs 30, 33, 34, 35, and 38) and one in health care (SIC 80).

The methodology described in the guidebook can be used by communities to integrate statistical data on local labor markets with qualitative skill information from local employers to create an information system that is useful and user-friendly. The likely managers of such a system would be regional associations, similar to the regional real estate boards that operate the Multiple Listing Service for the residential real estate market.

15. Economic Development Districts: Policy Issues and Choices

Author: Steven Maynard-Moody

Organization: Kansas Center for Community Economic Development (KCCED), Lawrence, KS

Date: 1991

Project No.: 99-10-13736

NTIS No.: PB97-126346, A06 (\$29.50)

Key Words: development planning, economic development districts, EDA program evaluations

In 1990 EDA awarded a grant to KCCED to establish a process for examining the Economic Development District (EDD) program. The purpose of this study is to examine the broad issues and policies that govern the planning program, not to evaluate the performance of individual planning districts. This examination of the EDD program is based on the combined perspectives of those directly involved in the EDD program at the federal and local levels, various other individuals from state and local government, officials of private organizations with an interest in the EDD program, and university scholars in diverse disciplines.

The report has four major sections: The first section lists 26 policy options that arose from discussions and study. The second section examines the forces that have shaped and continue to shape the EDD program's development. The third section describes the differences among EDDs and among counties within EDDs. In the last section, the various policy issues facing the EDD program are examined in detail. These issues were identified by the participants in the first of several project meetings as deserving careful attention. They involve (1) the general mission of the EDD program, (2) funding levels and approaches, (3) intergovernmental relations, (4) the planning process, and (5) evaluating the EDD program.

16. EDA's Post-Disaster Assistance Program After Hurricane Andrew: Final Report

Author: Christopher L. Dyer

Organization: Aguirre International, Rosslyn, VA

Date: 1996

Project No.: 99-10-69060

NTIS No.: PB96-163894, A08 (\$36.00)
Also available from EDA.

Key Words: disaster recovery, EDA program evaluations, Hurricane Andrew, natural disasters

Hurricane Andrew devastated parts of South Florida in August 1992, causing \$20 billion in property damage, killing at least 41 people, and injuring many more. EDA joined other federal agencies in the disaster recovery process by promptly sending a team to Miami to help its localities and organizations begin to revive and reconstruct. EDA funded 29 projects, including planning grants, revolving loan funds, infrastructure projects, building renovations and improvements, and training and technical assistance programs, for a total of over \$50 million.

This assessment of 16 of the 29 projects, conducted three years after the disaster and more than two years after these projects were approved and funded, demonstrates that an EDA team strategy of on-site cooperation and assistance in the project development phase resulted in substantial economic recovery. Projects were ranked comparatively using the variables (1) effective leadership, (2) stakeholder empowerment, (3) job creation, (4) effective progress, (5) creation of partnerships, and (6) leveraging of secondary resources. The evaluation concludes that a strategy of careful planning and a sustained commitment by EDA significantly affected project success. Outcomes included the creation of thousands of jobs through technical training and assistance, the renewal and improvement of infrastructure, and the formation of sustainable economic development networks. In accomplishing these outcomes, EDA showed that disaster recovery assistance should (1) try to improve upon the former status quo whenever possible, (2) recognize that an economic "shock wave" effect extends well beyond the immediate devastated area, and (3) involve a dedicated team in order to build local confidence in the seriousness of the agency effort.

17. EDA's Response to the Midwest Flood of 1993: An Evaluation

Authors: Roger Rasnake and others

Organization: Aguirre International, Bethesda, MD

Date: 1998

Project No.: 99-10-13786

NTIS No.: PB98-177884, A07 (\$33.00)
Also available from EDA

Key Words: disaster recovery, EDA program evaluations, floods, infrastructure, Midwest, Midwest Flood of 1993, natural disasters, public works, revolving loan funds, strategy grants, technical assistance

In 1993, highly unusual weather conditions led to the most serious flooding of the century in a nine-state area of the northern Mississippi River valley. By late 1994, the total

damage was estimated at nearly \$18 billion, making the flood one of the most costly disasters in U.S. history.

EDA's mandate in disaster recovery is distinct from that of the Federal Emergency Management Agency and other federal agencies. It does not provide immediate emergency assistance, but rather works to bolster planning and assist in medium- and long-term recovery. EDA's response to this particular disaster began almost immediately with the rising water and continued steadily throughout the flood and long after it subsided. For its recovery efforts, EDA received \$200 million in special Congressional appropriations, but no additional staffing. It funded 290 projects from its Denver and Chicago Regional Offices using three major assistance tools from its regular program: (a) technical assistance and strategy grants, (b) public works infrastructure grants, and (c) revolving loan fund grants.

This evaluation made a number of findings and recommendations concerning the post-flood implementation of each of these three program tools. The following are a few of the more important ones:

Strategy Grants:

1. The existing networks that EDA maintains with locally based development organizations are one of its greatest strengths for responding quickly to a disaster.

2. Flood Recovery Coordinators, funded by these grants, were of enormous, and often crucial, assistance to local communities in their efforts to formulate, coordinate, and implement recovery plans.

3. EDA should make disaster preparedness an element of the local planning processes that it encourages.

Public Works Infrastructure Grants:

1. Despite the short time period between flood-recovery project completion and the time of this evaluation, job creation and retention were clearly evident in many of the case-study projects examined in the field.

2. EDA public works projects will have a long-lasting impact on local economic growth by updating and modernizing the infrastructure in their communities.

3. In its future disaster-recovery infrastructure support, EDA should continue to place major emphasis on mitigation efforts.

Revolving Loan Fund (RLF) Grants:

1. RLFs are an extremely useful long-term economic development tool that can be adapted for disaster recovery, but they work best if implemented quickly.

2. Businesses need funding quickly after a disaster, so EDA should fund existing RLFs wherever possible to expedite rapid disbursement to needy firms.

18. EDA's Response to the Midwest Flood of 1993: An Evaluation—Case Studies

Authors: Roger Rasnake and others

Organization: Aguirre International, Bethesda, MD

Date: 1998

Project No.: 99-10-13786

NTIS No.: PB99-128035, A16 (\$60.00)
Also available from EDA

Key Words: disaster recovery, EDA program evaluations, floods, infrastructure, Midwest, Midwest Flood of 1993, natural disasters, public works, revolving loan funds, strategy grants, technical assistance

This report is a companion volume to the research publication of the same title above. Using over 60 case studies in eight states, the lengthy report describes a wide variety of flood impacts and recovery responses. The cases are located in Illinois, Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, and Wisconsin. Also, five appendices summarize the flood event and its damage, the evaluation methodology, controversial levee repairs, EDA's participation in state responses, and bibliographical references.

19. Enhancing Local Capacity: Title IX RLF Case Studies

Author: not identified

Organization: State & Federal Associates, Inc., Alexandria, VA
assisted by Mt. Auburn Associates, Somerville, MA

Date: 1995

Project No.: 99-07-13769

NTIS No.: PB97-124895, A05 (\$27.00)

Key Words: development finance, EDA program evaluations, local development, revolving loan funds

This report is one of four documents produced by a project entitled "Examination of EDA's Revolving Loan Program." The other three documents dealt with internal agency matters, such as standard reports, data management, and short-term options. Unlike those other three documents, this report contains information that is potentially of broad interest to the economic development community.

The report contains eight case studies summarizing site visits to development authorities across the country that have good reputations for using EDA Title IX funds to implement development strategies. Despite their geographic diversity, the eight organizations studied differ from a statistical "average" development authority in several important respects: The Title IX portfolios administered by these organizations

are significantly larger than average and the organization staffs may be more involved in local development than is typical. However, these organizations have provided excellent examples of what can be accomplished—the project’s principal objective.

These brief case studies can’t do justice to the diverse and complex programs administered by each of the organizations. Each organization was found to be involved in a wide variety of development activities and to be operating within a complex local development environment. The eight organizations are as follows:

1. Eastern Maine Development Corporation
2. Erie County (NY) Industrial Development Agency
3. Idaho Innovation Center
4. Kenosha Area Development Corporation
5. San Joaquin County Economic Development Department
6. St. Louis Economic Adjustment and Diversification Committee
7. Tri-County (CA) Economic Development Corporation
8. Upper Cumberland (TN) Development District

20. Evaluating Business Development Incentives

Author: Kenneth E. Poole and others

Organization: National Association of State Development Agencies, Washington, DC, assisted by W.E. Upjohn Institute for Employment Research and Cleveland State University

Date: 1999

Project No.: 99-07-13794

NTIS No.: PB2001-104438, A09 (\$41.00)
Also available from EDA Web site.

Key Words: business attraction, business development incentives, program evaluation, state incentive programs

The use of economic development incentives by states and localities to attract and retain businesses has become increasingly controversial. A few “mega projects,” each involving a relatively large package of incentives spread over a number of years, have received a great deal of publicity during the past decade. Yet, most state and local incentives are distributed through hundreds of small-scale programs and thousands of projects. As public-sector budgets tighten and expectations rise among stakeholders, economic development policy makers and practitioners seek better tools to assess the effects of these public investments.

This report is designed to provide economic developers with a basic framework for (1) analyzing an individual project, (2) evaluating a single program, or (3) reviewing all

programs and deals in an agency’s portfolio. The authors worked collaboratively to gather information from the academic literature, conduct focus groups of practitioners, hold one-on-one interviews with policy makers and practitioners, and survey more than 500 state incentive program managers. The most fundamental lesson learned from the study is that the level of effort invested in economic development agencies in monitoring and evaluation varies widely, but is seldom sufficient to respond to policy makers who desire more credible and rigorous performance information and analyses.

The report guides practitioners through the major conceptual issues that they must consider in systematic monitoring and evaluation. After this review, practitioners will be able to better frame key policy questions and develop a more sound approach to designing monitoring and evaluation efforts. Practitioner will also understand the variety of ways that questions about economic development performance may be answered. Finally, practitioners will be better able to judge whether—and which—models are appropriate for a state’s or community’s evaluative needs.

21. Financing Tomorrow’s Infrastructure: Challenges and Issues

Editor: not identified

Organization: National Research Council (NRC), Washington, DC

Date: 1996

Project No.: 99-07-13779

Copies, printed by the National Academy Press, are available at 1-800-624-6242 or from NRC at 202/334-3376.

Key Words: development finance, infrastructure

The national infrastructure is an essential underpinning of our economy and quality of life. It is a source of both problems and opportunities. NRC’s Board on Infrastructure and the Constructed Environment is concerned with the role that well-planned, well-constructed, and well-operated infrastructure must play in sustaining the economic and environmental health of our cities and communities. To assist in understanding these issues, the Board periodically organizes colloquia, workshops, and other informational activities.

There are two basic issues concerning the infrastructure: how to make it more efficient and affordable and how to finance it. The finance issue was the subject of a colloquium held on October 20, 1995, in Georgetown. This publication is the proceedings of that meeting. Infrastructure finance is particularly crucial at this moment because federal appropriations are, at best, going to remain at current levels, and will probably decrease. Thus it will fall more and more to state and local governments and the private sector to develop innovative and creative finance strategies. The efficiency/

affordability issue was discussed at an earlier colloquium, whose proceedings (*The Challenges of Providing Future Infrastructure . . .*) are described elsewhere in this bibliography.

22. From Barracks to Business: The M.I.T. Report on Base Redevelopment

Authors: Bernard J. Frieden and
Christie I. Baxter

Organization: Massachusetts Institute of
Technology, Cambridge, MA

Date: 2000

Project No.: 99-07-13783

NTIS No.: PB2001-105954, A09 (\$41.00)
Also available from EDA Web site.

Key Words: Base Realignment and Closure
(BRAC), defense adjustment and
conversion, development strategies,
local redevelopment authorities
(LRAs), military base conversion,
redevelopment, reuse

Between 1988 and 1995, Base Realignment and Closure commissions designated 97 of 495 major military bases for closing and hundreds of others for realignment. This large-scale reduction and reorganization of military bases has had few precedents in U.S. history. Most communities had fought hard to obtain military bases and had protected them against earlier proposals to shut them down. When the closure finally came, these communities expected the worst. In fact, base closings cost many jobs: military and civilian job losses projected by the Department of Defense at the 95 installations studied here totaled almost 324,000.

The federal government's development strategy has been to provide a framework for local action without steering or dictating the character of future reuse. Bases offer both special opportunities and problems for redevelopment. The opportunities include some very desirable locations on waterfront sites or near major highways and exceptionally large holdings in single ownership that made large-scale redevelopment feasible. The problems are equally significant, however. Their characteristics as military installations made most bases unsuitable for civilian reuse without major reconfiguration.

Local communities have responded positively during the base closure process. Ordinary citizens and their elected officials are willing to commit their time and effort to learn how to manage the redevelopment process and bring new jobs to their communities. One of their first tasks is to create a management organization, known as a local redevelopment authority (LRA). Most communities established two kinds of LRAs: a planning LRA to build political consensus and an implementation LRA to manage the business of redevel-

ment. The key management activity was master development—that is, reconfiguring the site for civilian use. A second phase was component development—or the development of sites for specialized uses.

Successful LRAs had strategies in common: They anticipated the closing and took action early. They worked closely with state officials to mobilize their political, technical, and financial resources. They anticipated the needs of private developers and end-users by streamlining the various approval processes. They relied on real-estate professionals, particularly in the area of marketing. They were problem solvers, turning challenges into investments. Finally, they had patience, creating realistic plans and building long-term support for the project.

Civilian use at the bases in this study had been in progress a relatively short time—3.5 years, on average. LRAs at bases closed in the 1988 BRAC round showed substantial results, replacing 76 percent of the 14,200 jobs lost due to closures. For each successive round, however, with less time elapsed for job development after closure, the replacement rate was lower. Nonetheless, there is no reason to doubt higher and higher rates as time passes. Furthermore, contrary to expectations, per capita income in most closure communities was higher during this study than when the closing was announced.

23. Handbook for Economic Development Geographic Information Systems

Authors: William J. Drummond and
Arthur C. Nelson

Organization: Georgia Institute of Technology,
Atlanta, GA

Date: 1998

Project No.: 99-07-13773

NTIS No.: PB2001-106395, A09 (\$41.00)
Also available from EDA

Key Words: development planning, geographic
information systems (GIS), land
use, regional development, socio-
economic data

The purpose of geographic information system (GIS) technology is to answer *where* questions through the manipulation of data by location. In the private sector, most business expansion decisions involve *where* questions, such as identifying new plant or office locations, locating current and potential customers, and determining the best methods for product distribution. In the public sector, many important economic development policy issues have a *where* dimension. These include locational incentives for business attraction and job creation, environmental constraints to growth, and urban enterprise zones.

It is clear that GIS technology could play an enhanced role in economic development. There are various reasons for this situation, but one of the most important is the lack of a shared language between economic development professionals and GIS specialists. Economic developers do not fully know what GIS can accomplish and GIS professionals do not adequately know what economic developers want to achieve. The goal of this *Handbook* is to address these problems and encourage a higher level of economic development geographic information system (EDGIS) use at the local, state, and national levels.

The *Handbook* has two primary audiences: First, economic development professionals need to understand the basic theory, terminology, capabilities, and limitations of GIS technology. Second, GIS specialists must be introduced to the basic analytical techniques, objectives, and methods of economic development. Thus, a crucial purpose of the *Handbook* is to help provide a common language so economic developers can express what they want GIS to achieve, and GIS specialists can explain what is possible with this rapidly evolving technology.

Additional information on EDGIS is available from the grantee's Web site, The Center for Geographic Information Systems: <<http://cgis.gatech.edu/>> and from The Georgia Spatial Data Infrastructure: <<http://www.gis.state.ga.us/>>.

24. Internet-Based Commerce: Implications for Rural Communities

Author: John C. Leatherman
Organization: Kansas State University
 Manhattan, KS
Date: 2000
Project No.: 99-07-13802
NTIS No.: PB2001-105691, A05 (\$27.00)
 Also available from EDA Web site.
Key Words: digital divide, electronic commerce, Indian reservations, Internet, literature reviews, Native Americans, rural development, rural telecommunications, technology

Many have expressed concern about the "digital divide" that exists between various places and socioeconomic groups. Among those places currently lagging in the diffusion and use of advanced information technologies are rural communities. This paper presents a review of available literature and considers the prospects and implications of the rural digital divide. Rural economic characteristics, telecommunications infrastructure, and leadership capacity are evaluated in light of the emerging information-intensive economic realities. Challenges for the rural public sector are also considered, given the growth of electronic commerce and what it may

mean to rural public finance. Finally, adaptive strategies are outlined to help close the information technology gap that exists for many rural communities.

Those who are concerned about rural economic viability must consider a broader framework of what it means to be competitive in an economy increasingly dependent on advanced information technologies. We need to move beyond emphasis on electronic commerce and Internet tax policy to a fuller range of concerns, including strengthening individual and institutional capacities and improving access and infrastructure. To remain economically viable, rural communities will require both access and the capacity to utilize technology for a broad range of applications related to learning, institution building, community organization, and services delivery, as well as economic uses.

This is the fifth of a series of reviews of economic development literature and practice conducted for EDA beginning in 2000.

25. Microenterprise Development as an Economic Adjustment Strategy

Author: Lisa J. Servon
Organization: Rutgers University,
 New Brunswick, NJ
Date: 1998
Project No.: 99-07-13795
NTIS No.: PB99-126427, A12 (\$51.00)
 Also available from EDA Web site.
Key Words: development finance, development strategies, entrepreneurs, firm creation, microenterprises, small businesses

Economic distress occurs for a variety of reasons and manifests itself differently in different places. Microenterprise development has been touted by policy makers and the media as a way to alleviate poverty and create jobs both in the United States and in developing countries. Unlike most strategies designed to help people become economically self sufficient, microenterprise programs help many people do a better job of something they are already doing to survive—starting small businesses. Instead of trying to channel people into the mainstream economy as wage-earners, these programs teach those with an interest in and inclination for self employment how to strengthen their entrepreneurial skills, and start and stabilize their businesses. The relational skills that these programs produce, particularly during the borrowing process, enable participants to take advantage of other programs and to create crucial support networks. We know little, however about the effectiveness of microenterprise development in combating economic distress. Existing research on microenterprise programs tends to focus on their effectiveness as

social welfare programs rather than as economic development tools. This research helps to fill that gap.

The authors focus on the relationship between the microenterprise strategy and the local economy in order to determine whether and how microenterprise programs can help to alleviate economic distress. Case studies of six microenterprise programs across the country—in California, New Mexico, Iowa, Minnesota, Maryland, and Massachusetts—constitute the core of this study. All of these programs operate in areas that have been hard hit by economic restructuring or are experiencing distress for some other reason. They are both urban and rural, and two serve their entire state. All have stable leadership, maintain thorough records, and have operated for at least five years, giving them a solid track record to evaluate.

The authors make many findings, grouped in four categories: the overall field, the individual programs, the business assisted, and the entrepreneurs. Just a few of those findings include the following: (1) The number of programs is in a period of rapid expansion. (2) Programs respond to their economic context and adjust their mix of training and lending services accordingly. (3) Programs are very diverse in terms of size, mission, type of lending, and target population. (4) Virtually all programs provide training as well as lending. (5) Most microbusinesses are home-based sole proprietorships, operate in the service sector, and are less than five years old. (6) Microenterprises create few employee jobs. (7) Most microentrepreneurs are women. (8) Most microentrepreneurs have some college education and some experience in their business. (9) Microentrepreneurs have a strong attachment to place.

Despite the small scale and relatively low employee job creation of these firms, microenterprise development has cost-per-job appraisals comparable to more traditional forms of economic development. The study's three microenterprise cases having data that allow accurate job-cost estimates yield values between \$4,114 and \$6,155. This range neatly brackets the very favorable median total cost per job of \$4,857 calculated by a recent evaluation of EDA's Public Works Program (Rutgers, 1997).

26. New Growth Theory, Technology and Learning: A Practitioner's Guide

Author: Joseph Cortright
Organization: Impresa, Inc.
 Portland, OR
Date: 2001
Project No.: 99-07-13801
NTIS No.: PB2001-107284, A04 (\$25.50)
 Also available from EDA Web site.
Key Words: development theory, economic growth, knowledge industries,

literature reviews, New Growth Theory, regional development

New Growth Theory emphasizes that economic growth results from the increasing returns associated with new knowledge. Knowledge has different properties from other economic goods. The ability to grow the economy by increasing knowledge rather than labor and capital creates opportunities for nearly boundless growth. Markets fail to produce enough knowledge because innovators cannot capture all of the gains associated with creating new knowledge. And because knowledge can be infinitely reused at zero marginal cost, firms that use knowledge in production can earn quasi-monopoly profits. All forms of knowledge, from big science to better ways to sew a shirt, exhibit these properties and contribute to growth. Economies with widespread increasing returns are unlikely to develop along a unique equilibrium path. Development may be a process of creative destruction, with a succession of monopolistically competitive technologies and firms. Markets alone may not converge on a single most efficient solution, and technological and regional development will tend to exhibit path dependence.

History, institutions, and geography all shape the development of knowledge-based economies: (1) History matters because increasing returns generate positive feedbacks that tend to cause economies to "lock in" to particular technologies and locations. Development is in part chaotic because small events at critical times can have persistent, long-term impacts on patterns of economic activity. (2) Institutions matter because they shape the environment for the production and employment of new knowledge. Societies that generate and tolerate new ideas, and that continuously adapt to changing economic and technological circumstances are a precondition to sustained economic growth. (3) Geography matters because knowledge doesn't move frictionlessly among economic actors. Important parts of knowledge are tacit, and embedded in the routines of individuals and organizations in different places.

New Growth Theory, and the increasing returns associated with knowledge have many implications for economic development policy. New Growth Theory underscores the importance of investing in new knowledge creation to sustain growth. Policy makers will need to pay careful attention to all of the factors that provide incentives for knowledge creation (e.g., research and development, the education system, entrepreneurship, macroeconomic expectations, and openness to trade). Because it undermines the notion of a single, optimal general equilibrium, New Growth Theory implies that economies will be less capable of predicting future outcomes.

This is the fourth of a series of reviews of economic development literature and practice conducted for EDA beginning in 2000.

27. Older Central Counties in the New Economy

Author: Paul D. Gottlieb

Organization: Center for Regional Economic Issues, Case Western Reserve University, Cleveland OH, assisted by the Cuyahoga County Planning Commission

Date: 2001

Project No.: 99-07-13810

NTIS No.: Number not available at press time. Also available from EDA Web site.

Key Words: central counties, Cleveland, Cuyahoga County, development policies, edge cities, industrial location, mature economies, New Economy, technology, urban development

This project sought to answer the following question: “How should an older central county think about spatial planning in the so-called New Economy.” The report’s answer is formulated from a review of the literatures of geography and planning and from original research and mapping of the Cleveland metropolitan area. In addition to this project’s obvious relevance to Cleveland and Cuyahoga County, the results transfer readily to other older central counties around the country. These counties contain a large portion of the nation’s urban poor, but also exhibit sharp contrasts, containing many of the nation’s affluent residents and a dense telecommunications infrastructure that affords them considerable opportunities in the new high-tech economy.

The 61 older central counties, identified here, are important, containing 29 percent of the nation’s population and 34 percent of its employment. Surprisingly, they contain more than their expected share of the nation’s New Economy high-tech employment (38 percent) and advanced business services employment (45 percent). Growth rates reveal that advanced business service employment is decentralizing to smaller metropolitan and rural areas more quickly than high-tech employment. High-tech employment continues to concentrate in the central and fringe counties of large (1 million-plus) metropolitan areas.

Cleveland’s specific characteristics reveal several important lessons, including the following:

1. The older, traditional manufacturing industries of Cuyahoga County are located in a linear pattern that reflects the past importance of the area’s rail, river, and canal infrastructure. New Economy employment locates in a nodal pattern, frequently at interstate interchanges, including the downtown.

2. Even a medium-sized metropolitan area like Cleveland demonstrates that the downtown is an important and growing node for New Economy employment, including high-technology manufacturing. Thus, central county governments should continue their support of downtown development.

3. While specific high-tech industries are concentrated in certain Cuyahoga County edge cities, the academic literature

on intrametropolitan firm clustering is inconclusive. There is no strong evidence that firms locate near each other to transact business in the typical edge city. Thus, policies to support such centers should focus on place, not industries.

4. Technology-oriented knowledge workers in Cuyahoga County work in both new and old economy zones, but live in areas with high educational attainment outside of the older industrial zone. They value aesthetics and amenities, dislike haphazard planning, and avoid minority neighborhoods.

5. In summary, the main policy challenges for older central counties are retention, amenities, and equity.

28. Out-migration, Population Decline, and Regional Economic Distress

Authors: Edward J. Feser and Stuart H. Sweeney

Organization: University of North Carolina, Chapel Hill, NC

Date: 1998

Project No.: 99-07-13792

NTIS No.: PB99-131831, A06 (\$29.50)
Also available from EDA Web site.

Key Words: development strategies, distress, economic indicators, Great Plains, migration, out-migration, population loss, regions, Rocky Mountains

EDA’s objectives for this study were to (1) examine significant forms of distress that accompany out-migration/population loss (OPL) in U.S. communities, (2) determine whether income and unemployment indicators fail to identify those types of distress in some regions, and (3) recommend specific measures for capturing OPL distress. EDA’s action was motivated by a concern that some communities experiencing OPL have legitimate development assistance needs that are overlooked when economic distress is evaluated using traditional measures.

The report outlines three principal findings: First there is a fundamental difference between (a) OPL and (b) unemployment and income in terms of their relationship to economic well-being. Low income and high unemployment express a tangible form of distress (idle workers or poverty), whereas OPL may reflect either positive or negative economic outcomes. Second, there are two situations in which OPL can generate adverse economic outcomes that may not be reflected in income or unemployment measures. In the first case, reduced employment opportunities can lead to long-term out-migration of young, skilled, and educated populations. In the second case, severe boom-bust cycles accompanied by very rapid population adjustments can damage the fiscal position of local governments. Third, while it is not possible to *definitively* identify regions adversely affected by OPL, there is

value in identifying regions that are *potentially* suffering from OPL dynamics.

The following are a few of the more specific findings of the study:

1. Although the distribution of OPL varies over time, it is most striking and consistent in the Great Plains and Rocky Mountain states. Most other areas of the U.S. facing OPL also have high unemployment or low income.

2. The limitations of unemployment and per-capita income as distress indicators tend to be distorted in smaller regions. *Underemployment* may be more common in rural communities, and in small places per-capita income is easily skewed by a few high-income households.

3. An accurate determination of the specific nature of OPL-related distress requires a careful examination of population characteristics and place characteristics in affected areas.

4. An OPL indicator must be applied in sufficiently large regions—like commuter zones. This is because household movement between smaller units—like counties—within the same commuter zone is neither migration nor population loss.

29. Performance Measurement and Evaluation of Economic Development Initiatives: An Annotated Bibliography

Author: not identified

Organization: Nexus Associates, Inc., Belmont, MA, assisted by Segal Quince Wicksteed Ltd., Cambridge, England

Date: 1997

Project No.: 99-07-13787

NTIS No.: PB98-110489, A07 (\$33.00)
Also available from EDA

Key Words: benchmarking, development strategies, infrastructure, performance measurement, program evaluation

Economic development programs and initiatives are increasingly widespread in the United States. They include a variety of development tools, including physical infrastructure projects, direct business assistance, and loan and grant programs. While the long-term objectives of these programs are similar, their processes and short-term impact vary considerably. As they have grown, economic development programs have come under increasing pressure to demonstrate their effectiveness. To establish credible evidence of accomplishments, development agencies need to become proficient in the principles and standards of performance measurement and economic impact assessment.

While a good deal of work has been done in this area, tools and reports are often difficult to locate. They originate

from disparate sources—such as universities, nonprofit organizations, and private consulting firms—many of which are outside easily accessed channels. This annotated bibliography was compiled to locate such resources and improve their accessibility to economic development practitioners, agencies, and other interested parties. It contains over 250 bibliographic entries. Each entry includes an abstract summarizing the contents of the resource and, when available, study results. The main part of the document is organized into four sections based on the following topic areas, within which entries are listed alphabetically by author:

1. Performance Measurement and Evaluation
2. Methods and Tools
3. Practice (actual evaluation studies)
4. Internet-Based Resources

30. Reclamation and Economic Regeneration of Brownfields

Authors: Peter B. Meyer and H. Wade VanLandingham

Organization: The E.P. Systems Group, Inc. Louisville, KY

Date: 2000

Project No.: 99-07-13803

NTIS No.: PB2001-105688, A05 (\$27.00)
Also available from EDA Web site.

Key Words: brownfields, development strategies, environment, literature reviews, local development, sustainable development

This paper's goal is to demystify the mass of legalistic, technical, and often contradictory or out-of-date writings on the brownfields issue. Its goal is to inform the local economic development organization (EDO) or municipal agency charged with economic or community development in an area with potentially contaminated sites. Thus, the discussion is not directed towards academics, the legal staffs of firms engaged in brownfields litigation, or public policy specialists.

Federal and state agencies have worked to stimulate new EDO efforts on brownfields regeneration. These organizations see economic potential in brownfields redevelopment and have responded to local agencies' perceptions of such projects as "impossible" or difficult, and thus low-priority, activities. This review should assist EDOs in understanding, but not exaggerating, the problems—and the broad-ranging community benefits—associated with brownfield projects. The review should help to identify workable approaches to potential land contamination issues, point to the best practices of successful brownfield redevelopers, and identify sources available for EDOs about to launch or expand their own brownfield efforts.

This is the first of a series of reviews of economic development literature and practice conducted for EDA beginning in 2000.

31. The Regional Economic Consequences of United States Immigration Policy

Author: Andrew M. Isserman
Organization: Regional Research Institute, West Virginia University, Morgantown, WV
Date: 1991
Project No.: 99-07-13632
NTIS No.: PB96-176912, A10 (\$44.00)
Key Words: immigration, regional development, state development

Immigrants from different origins have markedly different settlement patterns within the United States. Laws that affect the distribution of origins, therefore, also affect internal population distribution. This report traces the causal chain from immigration laws to settlement patterns and onward to the regional economic and labor market consequences of the settlement patterns.

Simulations with NRIES, an econometric projection and impact model developed by the Bureau of Economic Analysis, reveal substantial differences among the states in the macroeconomic consequences of immigration. The manufacturing states that do not receive many immigrants benefit from increased demand for their products. The magnet states that house most immigrants have the largest increases in output and employment, but they also have difficulty absorbing the entire additional labor force within the short term. Most agricultural states and southeastern states show only very small effects of immigration, whether through labor force additions or through changing trade patterns. Within this general picture, the different immigrant settlement patterns cause large variations for particular states.

Marked differences in education and occupational skills among immigrants also have important spatial consequences. Immigrants tend to locate in states where their occupations are complementary to those of the native work force. The nature of the underrepresented jobs filled by immigrants differs across the country. In some states the jobs are relatively unskilled, including laborers, machine operators, and farm workers, but in others they are professional, technical, and management positions. Certain state and local agencies might find immigrant recruitment and locational incentives to be useful tools within their economic development strategies.

32. Rethinking National Economic Development Policy

Authors: Bennett Harrison, Marcus S. Weiss, Edward W. Hill, Amy K. Glasmeier, Karen R. Polenske, Richard McGahey, Andrew Isserman, Robert Brandwein, James Jennings, Edwin Meléndez, Maryellen R. Kelley, Irwin Feller, Bernard J. Frieden, Harold L. Wolman, and Coit Cook Ford III
Organization: Economic Development Assistance Consortium, Boston, MA
Date: 1997
Project No.: 99-07-13781
NTIS No.: PB97-162291, A20 (\$69.50)
Key Words: community development, development policies, development strategies, federal role in development, military base conversion, rural development, science, technology

This report is a collection of twelve papers that cover four primary areas—policy and principles, rural development, community development, and science and technology policy—plus two independent themes. This research project arose as part of the federal government's and EDA's efforts to improve the administration of its economic development programs. These efforts have led to a reexamination of the effectiveness and legitimacy of governmental development activities. The private sector is also examining the ways it deals with the development needs of the country as a whole and of distressed communities in particular.

Papers in the policy section of the report cover (1) national, regional, and local economic development policy, (2) reforming federal and state policy in an era of global competition, and (3) a case study of Cleveland's economic restructuring. The rural development section's papers address (4) the federal role in twenty-first century rural development policy and (5) an evaluation of the Appalachian Regional Commission model. Papers in the community economic development section are concerned with (6) leveraging private-sector sources of community-based investments, (7) black urban development, and (8) development in Latino communities. The science and technology papers cover (9) federal industrial technology policy and (10) federal and state government roles. The two independent papers deal with (11) federal policy on military base closings and (12) causes of recent central city/suburb income disparities.

33. Reusing Older Multilevel Industrial Buildings

Authors: Joseph J. Martin and others

Organization: Office for Research on Industrial Facilities, Institute of Science and Technology, University of Michigan, Ann Arbor, MI

Date: 1982

Project No.: 99-07-13558

NTIS No.: PB96-186242, A03 (\$23.00)

Key Words: development strategies, environment, manufacturing, reuse

This brief, illustrated publication summarizes a much longer, two-part report that also appeared in 1982 entitled *Revitalization of Industrial Buildings: An Investigation of Economic Impact Resulting from the Closing of Aged Multilevel Industrial Plants* (NTIS no. PB84-162478). It is primarily composed of six case studies taken from the larger report.

The objective of the study that led to both reports was to explore alternative approaches to renovation and reuse of aging manufacturing plants and to identify factors that inhibit or promote reuse. The year-long study was conducted by a multidisciplinary team of architects, engineers, economists, and labor specialists from the University of Michigan and market analysts from Detroit Edison Company.

The report is realistic. Not all buildings can be salvaged. Even those plants that have reuse potential can pose big problems. Renovation costs are often hard to estimate and older buildings can be less efficient than new, single-story plants. However, there is immense diversity among older buildings and the manufacturing (and nonmanufacturing) operations that they might support. In many cases, these buildings are especially adaptable to the high-technology industries that many areas hope to attract as some traditional industries decline.

34. Sandia National Laboratories Conversion and Dual-Use Feasibility Study

Author: not identified

Organization: Advanced Sciences, Inc., Albuquerque, NM, and RZ and Associates, Inc., Austin TX

Date: 1996

Project No.: 99-07-13776

NTIS No.: PB96-205414, A06 (\$29.50)

Key Words: commercialization, defense adjustment and conversion, dual use, national laboratories, technology, technology transfer

In the past few years, many of the national laboratories have successfully demonstrated that their technologies can be marketed directly by the laboratory or transferred to industry for nonmilitary applications. The commercialization or transfer of these technologies has also shown that the laboratories are capable of generating revenue. This study explores opportunities for the Department of Energy (DOE) national laboratories to commercialize their defense-related products. The report describes the national policy regarding dual use of defense-related products and summarizes the debate regarding the future of DOE laboratories. It presents the history and present work of three DOE laboratories: Sandia National Laboratories, Los Alamos National Laboratories, and Philips Laboratories. From these three, Sandia National Laboratories (SNL) was selected as a subject for specific examination. This selection was based on four criteria: accessibility, nature and applicability of technology, existing dual-use and technology transfer efforts, and regional economic dependency.

The report recommends increasing economic development activities in the region surrounding SNL, exploring dual uses of SNL-developed technologies, and commercializing SNL's defense-related products. These recommendations also include ways for SNL to work with small businesses, a list of products and processes that are candidates for private-sector use, and suggested areas of future study.

35. Science and Technology Strategic Planning: Creating Economic Opportunity

Authors: Marianne Clarke and others

Organization: State Science and Technology Institute, Columbus, OH

Date: 1997

Project No.: 99-07-13788 and 99-06-07416

NTIS No.: PB98-119423, A06 (\$29.50)
Also available from EDA Web site.

Key Words: development planning, development strategies, science, state development, technology

This study and its report (1) identify best practices in science and technology strategic planning, (2) determine how states are addressing the needs of distressed areas in their strategic planning initiatives, and (3) recommend ways in which states and the federal government can leverage science and technology investments to benefit distressed areas.

The following best practices were identified:

1. To be successful, the strategic planning process had a champion with the ability to bring all of the relevant players to the table and the means to see that recommendations were implemented.

2. The process was structured to obtain a wide range of viewpoints of all stakeholders.

3. The strategy articulated a vision for the state's future and was based on a thorough understanding of the state's industry and technology resources.

4. The strategy was designed to benefit all areas of the state, including economically distressed areas.

5. The strategy was built on existing delivery systems.

6. The strategy addressed the key elements needed to support technology-based development.

7. The strategy included performance measures related to specific outcomes.

8. The strategy included a detailed implementation plan assigning responsibilities and timelines.

9. The strategy was tied to the state budgeting process.

10. Strong leadership was provided to oversee implementation of the strategy over the long term.

The study recommended the following ways in which states and the federal government can leverage their science and technology investments to benefit distressed areas:

1. States should identify components of the strategy—such as technology-based incubators—that can most effectively meet the needs of distressed areas.

2. States should help develop the foundations needed to support a technology-driven economy, including a technically skilled workforce.

3. States should support the creation and growth of technology businesses in distressed areas.

4. State technology programs should enter into partnerships with local economic and community development organizations.

36. Socioeconomic Data for Economic Development: An Assessment

Authors: Andrew Reamer and Joseph Cortright

Organization: Andrew Reamer & Associates, Belmont, MA, assisted by Impresa, Inc., Portland, OR

Date: 1999

Project No.: 99-07-13791

NTIS No.: PB2001-100104, A10 (\$44.00)
Also available from EDA Web site.

Key Words: data, data sources, data users, development planning, development practice, economic analysis, federal statistical agencies, socioeconomic data

Effective economic development requires an understanding of the dynamics of the regional economy—its current and recent performance, the evolution of its industry structure, the underlying reasons for these trends, and the

challenges ahead. A crucial means to gain such understanding is access to current accurate socioeconomic data.

The federal government has the primary role in providing socioeconomic data at the state and local levels. However, many in economic development have voiced concern about the ability of federal statistical agencies to fulfill this role. These concerns are summarized in *A Path to Smarter Economic Development: Reassessing the Federal Role* (item 95 in this bibliography), prepared by the National Academy of Public Administration (NAPA). The NAPA report says that a lack of coordination among the federal statistical agencies, recent budget cutbacks, and the low priority often placed on regional data efforts have resulted in the existing data system not meeting the everyday needs of development practitioners for usable, reliable data.

In response to the NAPA report's observations, EDA funded this in-depth assessment of the nation's system for generating regional socioeconomic data. The purpose of this effort is to (1) understand data user demographics, their work with data, their knowledge of data sources and uses, and their approach to learning about data, (2) ascertain the extent to which data users' needs are being met by data providers, particularly federal statistical agencies, (3) recommend ways in which user needs can be better met, specifically through actions by federal statistical agencies, economic development professional and trade associations, and EDA, and (4) provide useful information to economic development practitioners about data sources and uses. (See item 37 in this bibliography and the project Web site, www.econdata.net.)

Three means were used to collect information on data user characteristics and perceptions: and Internet-based survey (with over 600 respondents), five focus groups and roundtables, and 20 telephone interviews. After two preliminary chapters on the assessment's rationale, audience, and approach and describing the regional socioeconomic data system, the report's primary contents are three chapters profiling socioeconomic data users, providing user perspectives on regional socioeconomic data, and laying out findings and recommendations.

37. Socioeconomic Data for Understanding Your Regional Economy: A User's Guide

Authors: Joseph Cortright and Andrew Reamer

Organization: Andrew Reamer & Associates, Belmont, MA, assisted by Impresa, Inc., Portland, OR

Date: 1998

Project No.: 99-07-13791

NTIS No.: PB99-131823, A07 (\$33.00)
Also available from EDA Web site.

Key Words: data, data sources, development

planning, development practice,
economic analysis, socioeconomic
data, statistical analysis

This *Guide* is designed for people who want to use readily available socioeconomic data to describe activities and trends in subnational economies, typically at the state, regional, or local level. Its intended audience is broad, and includes novices and the experienced, researchers and development practitioners, public-agency staff and private-sector consultants, and market analysts. Various chapters should be useful to data users involved in a wide variety of analytic activities, including impact assessment, regional measurement, strategic planning, and program design.

A wealth of statistical information is available about economic activity for cities, counties, and states, much of it free or at very low cost. The *Guide* helps the user find the types of data needed through (1) describing the outlines of regional data systems, including the activities of key federal statistical agencies, (2.) providing useful descriptions of key data series covering important dimensions of socioeconomic activity, and (3) pointing the user to an array of data intermediaries ready and able to assist in finding the data needed.

The *Guide* is divided into two parts. The first, composed of four chapters, covers the basics: (1) fundamental tools for obtaining and effectively using socioeconomic data, (2) an overview of the U.S. system for producing regional socioeconomic data, (3) key sources of regional data, and (4) a list of data intermediaries to help the user find his or her way. Part Two offers practical advice to a wide range of practitioners: (5) a summary of analytical best practices, (6) a listing of statistical and information basic resources, (7) the best Web sites for socioeconomic data analysis, (8) common analytical pitfalls, and (9) an overview of advanced analytical techniques. Three appendices of specific sources and contacts complete the volume.

38. Sustainable America: New Public Policy for the 21st Century

Authors: Benjamin A. Goldman and others

Organization: Jobs & Environment Campaign, Cambridge, MA

Date: 1995

Project No.: 99-07-13772

NTIS No.: PB96-151170, A10 (\$44.00)

Key Words: development strategies, environment, sustainable development

This report provides a comprehensive review of initiatives for promoting sustainable development. It examines various ways in which job retention and creation can be pro-

moted through initiatives that reduce or eliminate environmental burdens and increase or enhance environmental benefits. It lays out a framework for thinking about the ways in which public- and private-sector decisions may contribute to or detract from sustainable development goals. Chapter One provides a view of the contemporary context within which have emerged domestic demands for sustainable development. Chapters Two and Three examine the degrees to which environmental technologies provide important opportunities for economic growth, job retention, and economically distressed communities. The review of dozens of sustainability initiatives around the country in Chapter Four reveals the degree to which diverse sectors of the economy are involved in pursuing more sustainable modes of economic development. Often these initiatives involve partnerships between the private, public, and nonprofit sectors. Initiatives are underway throughout the country that involve manufacturing products, promoting economic development, improving land use and strengthening communities, developing human resources, changing consumption, and redirecting investments. They point to a future America that will be far more sustainable from economic, social, and environmental perspectives.

39. Sustainable Economic Development: Strategies for Creating Jobs While Conserving Natural Resources and Protecting the Environment

Authors: Margaret G. Thomas and others

Organization: Midwest Research Institute (MRI), Kansas City, MO

Date: 1996

Project No.: 99-07-13768

NTIS No.: PB97-129928, A10 (\$44.00)
Also available from MRI,
425 Volker Blvd.,
Kansas City, MO 64110

Key Words: development strategies, environment, job creation, natural resources, sustainable development

Sustainable economic development is a departure from traditional economic development. It requires a change from linear, short-term to cyclical, long-term thinking—whether this thinking is applied to understanding industrial processes, the nature of products and waste, energy, or new business development. This publication provides practical assistance to the economic development community by contributing to a new generation of economic development strategies:

1. Increase profitability and save jobs in business, industry, and government by preventing pollution and reducing waste.

2. Develop new jobs in recycling-based manufacturing, demanufacturing, and remanufacturing industries and eco-industrial parks.

3. Create jobs and new businesses through energy efficiency investments in the public and private sectors.

4. Expand renewable energy technologies and manufacturing.

5. Capture markets in green businesses and environmental technologies.

The publication includes annotated bibliographies and appendices with additional resources or technical discussions for each strategy.

40. Taking on the World: A Guide to Developing a Regional Export Assistance Program, Second Edition

Author: not identified

Organization: SEDA-Council of Governments, Lewisburg, PA

Date: 1993

Project No.: 99-07-13750

NTIS No.: PB95-227336, A05 (\$27.00)

Key Words: export assistance, exports, international trade, local development, regional development, small and medium-size enterprises

This guide evolved from a recognition that the export market can provide a substantial source of expansion opportunities for growing U.S. firms and that there is a significant role for local and regional economic development agencies in the export market expansion process. SEDA-COG, a regional economic development organization in central Pennsylvania, because of its demonstrated success in providing export assistance, was asked to prepare a guide to the steps involved in establishing a program to assist small and medium-size firms in developing or expanding an export marketing program. Additional sales derived from the export market can add to a firm's sales volume and create new jobs for the local economy. Often the only barrier preventing smaller firms from embarking on an export program is the lack of readily available advice and assistance. This guide is designed to offer one approach to overcoming that barrier.

The guide is intended for use by local or regional entities that are considering the establishment of their own programs to assist firms in their areas to begin or expand exporting. It uses a cookbook approach to creating such a program from scratch, and allows for modification and variation to suit varying local circumstances. A number of program elements are covered: (1) program strategies, (2) organizational structure, (3) services, (4) funding, (5) staffing, (6) record keeping

and documentation of effectiveness, and (7) outreach and awareness. For example, in designing a strategy, two major options are available: one-to-one counseling and the clearing-house approach. The former provides customized service and better results but requires more staff and time, whereas the latter offers raw information but at a lower level of effectiveness. Often, a combination of the two strategies is the best choice.

41. Third-Tier Cities: Adjusting to the New Economy

Authors: Beth Siegel and Andy Waxman

Organization: Mt. Auburn Associates, Somerville, MA

Date: 2001

Project No.: 99-07-13800

NTIS No.: PB2001-107283, A05 (\$27.00)
Also available from EDA Web site.

Key Words: literature reviews, New Economy, older cities, population loss, small cities, traditional industries, urban development

This paper develops a new categorization of America's smaller cities and focuses attention on older industrial small cities that face significant challenges in their efforts to prosper in the new economic environment. First, the paper defines "third-tier" cities as those between 15,000 and 110,000 in population; with a primary role in the surrounding economic region; and having experienced a substantial population decline, or modest growth, since 1950. Second, the paper focuses on the major barriers to economic adjustment faced by third-tier cities, such as outmoded infrastructure, dependency on traditional industry, and shifts in human capital.

The premise of this paper is not that these problems are necessarily worse in smaller cities, but rather that many of the problems identified with the nation's largest cities are also found in smaller cities. Moreover, the smaller scale of these cities provides an added burden that must be overcome in order to address the economic challenges that they now face. A smaller population means a smaller market, less capacity, less diversification, and fewer financial and institutional resources that can be leveraged in making the transition from the Old economy to the New. Finally, the paper highlights the emerging economic opportunities for third-tier cities and provides some examples of those smaller cities that have overcome their challenges successfully.

This is the sixth of a series of reviews of economic development literature and practice conducted for EDA beginning in 2000.

National Technical Assistance Reports:

42. Access to Export Capital (AXCAP): Final Report

Author: Eric M. Price
Organization: Bankers' Association for Foreign Trade (BAFT), Washington, DC
Date: 1995
Project Nos.: 99-06-07351 and -07376
NTIS No.: PB96-116231, A04 (\$25.50)
 Also available from BAFT, 1717 Pennsylvania Avenue, NW, Suite 450, Washington, DC 20006. (202/452-0952)

Key Words: banks, development finance, exports, international trade, small and medium-size enterprises

BAFT is an association of banking institutions dedicated to fostering and promoting exports, international trade, finance, and investment between the United States and its trading partners. BAFT is the oldest international banking trade association in the United States and plays a unique role in bringing together financial institutions worldwide that have an interest in business, commerce, and finance in the United States.

The Access to Export Capital (AXCAP) program has greatly strengthened BAFT's commitment to American exports by assisting exporters seeking trade finance and banks that provide trade finance services. AXCAP primarily serves as a national catalog listing banks and other companies involved in trade finance and the trade finance services they offer. Second, the database includes information on funding of environmental projects in Asia. Third, AXCAP contains a national inventory of the services offered by government export credit agencies—namely Eximbank, OPIC, and SBA—and their use by financiers. The AXCAP service is free of charge and can be reached via 1-800-49AXCAP. The caller is connected to a trade specialist who then matches the caller's specific needs with the appropriate information in the database according to the caller's specific transaction information.

This report provides a brief description of BAFT's activities, an explanation of the AXCAP service, and a listing of the participating banks. It also details the operation and progress of the AXCAP service and discusses BAFT's marketing strategy.

43. American Indian Reservations and Trust Areas

Editor: Veronica E. Velarde Tiller
Organization: Tiller Research, Albuquerque, NM
Date: 1996
Project Nos.: 99-06-07364, -07364.1, and -07364.2
NTIS No.: PB96-197033, A99 (\$92.00)
 Also available from EDA Web site.
Key Words: American Indians, Indian reservations, local development, Native Americans

It has been more than twenty years since the U.S. Department of Commerce (DoC) published the first document of this kind, *Federal and State Indian Reservations and Indian Trust Areas*. That work, which has remained until now the principal reference guide available for the country's Indian reservation areas, has been outdated for many years. Across the United States, many Indian tribes have reestablished with the federal and state governments political relationships that did not exist in 1974. More than a million acres of land have come under tribal jurisdiction in the last twenty years. The Alaska Native Villages and corporations included here were not given adequate attention in the previous work. Hence, this document contains reference materials for hundreds of Indian and Alaska Native entities not treated at all in the earlier publication.

The economic infrastructure of Indian country has changed dramatically in the last twenty years. The Bureau of Indian Affairs (BIA) has paved some 200 miles of road per year and today maintains about 6,000 miles of paved roads serving Indian reservations. The Indian Health Service has provided water treatment plants, health clinics, and hospitals where none existed in 1974. More than 40 new schools have been constructed for reservation children by the BIA. With their own resources and with assistance from DoC, including EDA, Indian tribes throughout the country have built elder care facilities, community centers, lodging and resort facilities, and a myriad of manufacturing and processing facilities. Twenty-six tribes have created their own community colleges.

The economy of Indian country has diversified greatly since 1974. Many tribes have developed value-added enterprises for processing, transporting, or marketing raw materials produced on their lands. Some tribes have developed world-renowned lodging and outdoor experiences. Some are manufacturing a wide variety of durable-goods products. Still other tribes have embraced information technology and are providing services and hardware to large commercial and governmental customers. The explosion of Indian gaming onto the economic map of Indian country has been the single largest phenomenon of the past twenty years. Here, the tribes

have not just entered a market, but have actually captured a substantial market share in just a few years.

44. **America's Clusters: Building Industry Clusters**

Authors: James O. Gollub and others
Organization: DRI/McGraw-Hill,
Economic Competitiveness Group,
San Francisco, CA
Date: 1996
Project No.: 99-06-07390
NTIS No.: PB96-212253, A09 (\$41.00)
Key Words: cluster-based development,
development strategies, exports,
industry clusters, regional
development, technology

Over the past fifteen years, cluster-based economic development has emerged as a leading approach for states, regions, and communities to pursue in creating jobs and regional growth. Cluster-based economic strategies emphasize the formation and strengthening of a region's industrial clusters by building local economic foundations that support home-grown firms and industries, as well as attract new firms to the region.

This is one of two published products that resulted from an EDA-funded project dealing with regional industrial clusters. It primarily covers the facts of U.S. industrial clusters. The other published product is item 45 in this bibliography. That report primarily covers the process of how clusters determine competitiveness. The project also involved the convening of a clusters conference in June 1995 in Sedona, Arizona. This report is derived from material that was presented at the Sedona conference.

45. **America's Clusters: Experiences and Lessons Learned**

Authors: James O. Gollub and others
Organization: DRI/McGraw-Hill,
Economic Competitiveness Group,
San Francisco, CA
Date: 1996
Project No.: 99-06-07390
NTIS No.: PB96-212246, A08 (\$36.00)
Key Words: cluster-based development,
development strategies, exports,

industry clusters, regional
development, technology

Over the past fifteen years, cluster-based economic development has emerged as a leading approach for states, regions, and communities to pursue in creating jobs and regional growth. Cluster-based economic strategies emphasize the formation and strengthening of a region's industrial clusters by building local economic foundations that support home-grown firms and industries, as well as attract new firms to the region.

This is one of two published products that resulted from an EDA-funded project dealing with regional industrial clusters. It primarily covers the process of how clusters determine competitiveness. The other published product is item 44 in this bibliography. That report primarily covers the facts of U.S. industrial clusters. The project also involved the convening of a clusters conference in June 1995 in Sedona, Arizona.

This report is derived from lessons learned by the author from professional experience and from the proceedings of the Sedona conference, which were then presented at a later EDA briefing in June 1996 in Washington, DC.

46. **Asia-Pacific Initiatives to Develop Technology-Based Economies**

Author: Diane L. Palminteria
Organization: Innovation Associates,
Arlington, VA
Date: 1995
Project No.: 99-06-07353
NTIS No.: PB96-143417, A07 (\$33.00)
Also avail. from the grantee, 1608
Washington Plaza North, Reston,
VA 20190. (703/925-9402)
Key Words: advanced-technology industries,
Asia, competitiveness, inter-
national trade, Pacific Rim,
technology

During the last three decades, Japan, Singapore, South Korea, and Taiwan emerged from industrial obscurity to become major international economies. These four countries now compete strongly in, and in some areas dominate, world markets. Japan, considered the model of Asian development, has the world's second-largest economy. How did Japan and three of the so-called Asian Tigers rise to such economic prominence? What lessons can be learned and applied by American economic development officials and practitioners?

The report examines technology-based economic development programs in the four countries as of 1994. It provides economic and political overviews and descriptions of

selected programs in each country. These programs include science parks and science towns, regional technology institutes, national laboratory-industry collaboration, teaching factories, industrial associations, networking, and small and medium-size industry (SMI) programs. Specific programs discussed include (1) regional R&D institutes, which conduct R&D and industrial extension services in Japan, (2) technology diffusion groups in Japan, (3) industrial associations in Japan and South Korea, (4) teaching factories in Singapore, and (5) science parks in South Korea and Taiwan.

Although economic and political systems differ between the United States and Asia-Pacific countries, there are some valuable lessons for U.S. economic developers: (1) Networks can be used successfully to diffuse technologies to SMIs. (2) Regional R&D institutes are important in helping SMIs advance. (3) Industrial associations can offer many services to help firms adopt new technologies. (4) Strong education and training programs are integral parts of successful technology-based economic strategies.

47. **At Your Fingertips: An Annotated Bibliography for Community Economic Development Practitioners**

Author: Carol E. Wayman

Organization: National Congress for Community Economic Development (NCCED), Washington, DC

Date: 1997

Project No.: 99-06-07372

NTIS No.: PB97-156848, A05 (\$27.00)
Also available from NCCED,
1030 15th Street, NW, Suite 325,
Washington, DC 20005,
(202/289-9020).

Key Words: bibliographies, community development, community development corporations

This annotated bibliography summarizes a comprehensive body of literature and other resources published in the last ten years in the field of community economic development (CED). This material explores the impact, efficacy, and context of CED in the United States. It includes work from academics, activists, journalists, national advocates, practitioners, and technical assistance providers. The bibliography contains over 300 entries, including journal articles, magazines and other popular periodicals, monographs, books, technical reports, working papers, conference papers, bibliographies, and videos. The styles of these cited works include case studies, comparative analyses, practical manuals, theoretical discussions, survey data, and literature surveys.

The goal of this bibliography is to help community development corporations (CDCs) gain resources and ideas necessary to better carry out their missions. The bibliography's audience is CDC staff, board members, community members, and other people in the field of CED. It is divided into eight thematically organized chapters, each with an introductory explanation of the chapter's theme. Each annotation describes the content, issues, activities, and approach of the cited item. Indexes are provided by author/organization, subject, and title.

48. **Benchmarking Practices: To Achieve Customer Driven Economic Development**

Author: James Breagy (with two chapter contributions from PHH Fantus Consulting)

Organization: National Council for Urban Economic Development (CUED), Washington, DC

Date: 1996

Project No.: 99-06-07384

NTIS No.: PB96-175112, A07 (\$33.00)
Also available from CUED
(now IEDC), 734 15th St., NW,
Suite 900, Washington, DC 20005.
(202/223-7800)

Key Words: benchmarking, business incubators, development strategies, downtown development, export assistance, performance measurement, program evaluation, technology transfer

The purpose of this report is to assist in the development of guidelines that various economic development organizations can use to establish and implement systems for creating measurable indicators of progress. It is intended that these systems will (1) better serve their business customers and (2) demonstrate progress towards meeting the goals of public, private, institutional, and community organizations that are customers of and stakeholders in the economic development programs being implemented.

Local and regional economic development agencies and organizations serve many audiences who need to be able to evaluate the performance of these entities. In the case of the private sector or public-private partnership organizations, the business community is a major contributor in the leadership and expertise it provides. Indicators of a successful economic development program raise the confidence of the private sector and encourage its investment. Strategic plans, with their identified goals and objectives, provide a basis upon which to establish performance measures that can be used to indicate

progress towards meeting the goals and objectives of the plans. Strategic planning and benchmarking are both adopted from the private sector where they have been used to continuously and systematically adapt to the changing marketplace.

49. Case Studies on Rural Community-Based Development

Authors: Prentice Bowsher, Kathy Desmond, Christopher Johansen, Laura McGrath, Ameer Olson, and Alice Shabecoff

Organization: Community Information Exchange (CIE), Washington, DC

Date: 1993

Project No.: 99-06-07352

NTIS No.: PB95-210118, A04 (\$25.50)

Key Words: community development, development finance, development strategies, rural development, small towns

This publication highlights small town and rural area community-based economic development programs that are innovative responses to pressing community problems. The authors identify and document effective development strategies and the financing mechanisms that make them possible. The fourteen programs described in this report rely on financing from varied public and private partners, especially financial institutions.

The authors began this project by interviewing two dozen persons with extensive experience in rural development—practitioners, researchers, funders, lenders, technical assistance providers, and policy makers. These experts identified the major issues and strategies, as well as promising projects. The case studies cover capital mechanisms, economic development, and the development of a community's social and physical infrastructure. Each case is unique, drawing on specific opportunities in its locale, but elements of each program are replicable in other communities. The lessons learned by participants in these programs, by failure as well as by success, can be helpful to others. The Community Information Exchange has also published a special-issue *Strategy Alert* report in late 1993, "Financing Rural Community-Based Development," that drew upon the interviews, case studies, and research used in this publication.

50. Charting a Course for International Tourism in the Nineties: An Agenda for Managers and Executives

Author: David L. Edgell, Sr.

Organization: U.S. Travel and Tourism Admin., Washington, DC

Date: 1990

Project No.: 99-06-07300

NTIS No.: PB96-177928, A05 (\$27.00)

Key Words: international trade, tourism

This publication deals with the ties between the economics of international trade in tourism and related nontrade issues, such as benefits from cultural exchanges and the promotion of goodwill. It also seeks to demonstrate that not only does international trade in tourism have an impact on the economy, foreign relations, and social fabric of this nation, but that its growth potential suggests that tourism should be integrated into policies and plans for governmental programs and private sector cooperation. The report has been kept as brief and nontechnical as possible to appeal to a broad audience. Its aim is to provide policy makers, business executives, and the general public with an introduction to and examination of important issues in tourism.

51. Coming Clean for Economic Development: A Resource Book on Environmental Cleanup and Economic Development

Authors: Charles Bartsch and Elizabeth Collaton

Organization: Northeast-Midwest Institute, Washington, DC

Date: 1995

Project No.: 99-06-07382

NTIS No.: PB96-130737, A08 (\$36.00)
Also available from NE-MW Inst., 218 D St., SE, Washington, DC 20003. (202) 544-5200

Key Words: brownfields, development strategies, environment, military base conversion, reuse, sustainable development

Economic development practitioners increasingly confront environmental concerns and the added costs associated with site contamination. Financial assistance efforts—the traditional purview of economic development agencies—address only part of the problem. More complicated to address are the liabilities and uncertainties created by environmental laws and programs. Economic development practitioners, therefore, need to understand these laws and pro-

grams: how they work, what concerns they can address, and how they can be packaged creatively with familiar financing tools.

This guidebook seeks to bring this knowledge to local officials who are struggling to increase economic activity in their communities. The guidebook offers detailed information on state and federal regulations and programs. It should help practitioners understand the problems, opportunities, and available tools needed to thoughtfully integrate environmental cleanup into the economic development process. Recognizing that significant variations exist from site to site, it provides a contextual framework, rather than a uniform approach. The case studies of brownfield reuse success stories are meant to be illustrative, not definitive examples. The report contains five parts: (1) Framing the Issue, (2) Environmental Considerations, (3) Financing Tools, (4) Environmental Program Tools, and (5) Success Stories.

52. Community-Based Employment Training: Four Innovative Strategies

Author: Donna McGill, New School for Social Research, New York, NY

Organization: National Congress for Community Economic Development (NCCED), Washington, DC

Date: 1996

Project No.: 99-06-07372

NTIS No.: PB97-122899, A04 (\$25.50)
Also available from NCCED, 1030 15th Street, NW, Suite 325, Washington, DC 20005. (202/289-9020)

Key Words: community-based organizations, inner cities, local development, minorities, training

New employment skill demands and tight government training budgets have caused Community development corporations and other community-based organizations (CBOs) to increasingly try to develop employment strategies that recognize the changing nature of the labor market and its participants. However, CBOs have had mixed success in developing employment strategies that improve access to effective skills training and steady employment among urban residents.

This report examines four promising community-based job training strategies and CBO efforts to overcome their obstacles. The programs differ in their training areas, organization structures, and employment strategies. Thus, they offer CBOs different alternatives for developing their own successful community-based employment training programs. The four case-study organizations are the New Community Organization in Newark, Greyston Bakery in Yonkers, Esper-

anza Unida in Milwaukee, and Cooperative Home Care Associates in the South Bronx. For each organization, the report analyzes the employment training strategy through a discussion of its (1) background and mission, (2) growth and achievements, (3) decisive changes, particularly in its training component, and (4) lessons learned through its experiences.

53. Community Development Corporations and Reuse Operations: Four Case Studies of Working Relationships

Authors: Michael Lewis, Jeffrey Vandall, Russell Clark, and Neil Seldman, Institute for Local Self-Reliance, Washington, DC

Organization: National Congress for Community Economic Development (NCCED), Washington, DC

Date: 1996

Project No.: 99-06-07372

NTIS No.: PB97-122881, A04 (\$25.50)
Also available from NCCED, 1030 15th Street, NW, Suite 325, Washington, DC 20005. (202/289-9020)

Key Words: community development corporations, environment, reuse, sustainable development

Reuse of durable goods is a concept gaining in popularity. Although it ranks ahead of recycling in the solid waste management hierarchy—(1) reduce waste generation, (2) reuse items when possible, and (3) recycle the remaining discards—reuse has been in the background because recycling has dominated national attention. But new evidence shows that reuse is gaining ground. Furthermore, reuse operations are often community based.

The this study seeks to increase understanding of reuse and community development corporations (CDCs) by presenting four case studies of existing reuse operations and of the CDCs with which they work. Rehab Resource's work with five CDCs in Indianapolis is highlighted first. Next, The Loading Dock's relationship with four Baltimore CDCs is examined. Then, the Austin Habitat for Humanity's "Re-Store" is documented. Finally, the Building Materials Resource Center efforts to establish links to Boston CDCs is discussed. Increased understanding will stimulate growth of this new means of community development. Reuse operations provide environmental, economic, and social benefits to their communities. The intended audience includes CDCs and all types of community development organizations now pursuing or considering working with a reuse center; existing reuse operations; persons interested in starting a reuse opera-

tion; and those interested in promoting the benefits of reuse operations working with CDCs.

Circle Drive, Suite 190, Athens, OH 45701. (740/593-4331)

54. A Compendium of Three Economic Development Opportunity Studies: Chicago, Cincinnati, New Castle

Authors: Laura Duenes (Carras Associates) and Marc Weiss (Economic Development Assistance Consortium)

Organization: National Congress for Community Economic Development (NCCED), Washington, DC

Date: 1994

Project No.: 99-06-07318

NTIS No.: PB94-197589, A04 (\$25.50)
Also available from NCCED, 1030 15th Street, NW, Suite 325, Washington, DC 20005. (202/289-9020)

Key Words: development finance, development strategies

This report contains credit needs assessments and strategic plans for three Midwest communities. These opportunity studies were designed to encourage constructive dialogue between local community-based organizations and financial institutions. Through facilitated dialogue in these three communities, NCCED tried to create an environment favorable to new financing programs and vehicles for community economic development. The three communities selected for study are diverse in size, geographic location, and in several other ways. Each project host organization differs in terms of its sophistication in financing economic development, capacity to conduct development, available and potential resources, familiarity with the particular economic development financing issue, and the type of issue it wanted to address.

55. A Comprehensive Guide to Business Incubation

Editor: Sally Hayhow

Organization: National Business Incubation Association (NBIA), Athens, OH

Date: 1996

Project No.: 99-06-07370

NTIS No.: PB96-156955, A18 (\$65.50)
Also available from NBIA, 20 East

Key Words: business incubators, development strategies, entrepreneurs, small and medium-size enterprises, small businesses

The history of business incubation is short. When the first incubators opened in the late 1950s and early 1960s, there was not even a term to describe them. Not until the 1980s were there enough programs to qualify incubation as an industry. By the mid 1980s, business incubation had a body of experience and a critical mass of 60 facilities but no overall organization. Incubator managers and developers were eager to find out what their counterparts in other parts of the country were doing. NBIA was established in 1985; by the time of this publication, it had grown to 735 members. North America's 497 incubators now serve 7,795 client companies and have launched 4,651 graduate companies.

Despite previous NBIA publications, the association has amassed far more information than it was able to print. During NBIA's growing stages, neither human nor financial resources were available to develop that intellectual storehouse into a definitive work on the subject of business incubation. EDA's grant was the key element leading to this publication. The volume was designed to include solid how-to information, yet also intended to allow its many individual viewpoints to come through. It is intended to provoke discussion, debate, experimentation, and research that can benefit all parts of the incubation field. Its 61 short chapters are divided among four sections: (1) Fundamentals of Incubator Development, (2) Best Practices in Incubator Management, (3) Working with Clients, and (4) Special Topics in Business Incubation.

56. Defense Adjustment Program: Performance Evaluation

Authors: Robert W. Burchell, Louis J. Pignataro, F.H. Griffis, John Epling, Andrew F. Haughwout, David Varady, Johanna Looye, and others

Organization: Rutgers University, New Brunswick, NJ, assisted by New Jersey Institute of Technology, Columbia University, National Association of Regional Councils, Princeton University, and University of Cincinnati

Date: 1997

Project No.: 99-06-07415

NTIS No.: PB98-117823, A14 (\$56.00)
Also available from EDA Web site.

Key Words: defense adjustment and conversion, development strategies, EDA program evaluations, EDA Defense Adjustment Program, infrastructure, performance measurement, revolving loan funds, technical assistance

This report is an evaluation of 187 EDA Defense Adjustment Program projects funded between FY 1992 and FY 1995. The primary objective of this program and its projects is the restructuring of local economies to diversify away from dependence on former military bases or defense contractors affected by closure or cutback. Due to the recency of this program, a few of these projects are incomplete and many are only beginning to show their potential impacts. The evaluation uses EDA-developed performance measures. Measures for construction and revolving loan funds (RLFs) primarily consider numbers and types of jobs created or retained and amounts of private- and public-sector funds leveraged. Measures for capacity-building projects are grantee self-ratings of the quality and impact of the EDA-funded effort.

The 187 projects analyzed here occur in 36 states and contain 217 project elements: 88 construction elements, 37 RLFs, and 92 capacity-building elements. All of the RLFs are in place and underway; at least 97 percent of the construction and capacity-building elements are moving to completion. Forty-three percent of the RLFs are complete (fully loaned); 56 and 76 percent, respectively, of the construction and capacity-building elements are complete. Of these completed elements, at least 80 percent of the construction elements and RLFs were done on time; about 56 percent of the capacity-building elements were on time. About 90 percent of the construction elements were at or under budget, as were almost all of the RLFs and capacity-building elements.

Project impacts include the following:

1. The 49 completed construction projects created permanent jobs at an average EDA cost of \$8,052 each. Total cost per job averaged \$12,045. The authors stress that such costs will drop substantially as these relatively new projects mature.

2. The 43 completed non-public-sector construction projects leveraged \$2.2 million in private investment per million dollars of EDA funding. Again, this figure is likely to improve substantially in future years.

3. For the 16 fully loaned and 21 in-process RLF projects, the EDA cost per job averages are \$3,312 and \$4,079, respectively. The private investments leveraged per million of EDA funding are \$2.5 million and \$2.8 million for the two groups of RLFs.

4. Capacity-building projects are not intended to create jobs directly. They produced adjustment strategies, strengthened community involvement and planning, created workable implementation strategies, and undertook market and feasibility studies.

Grantees regarded EDA defense adjustment projects as one of the few sources of flexible assistance available to com-

munities faced with base and plant closures and reductions. EDA funding was crucial to most of these communities and was usually the primary source of initial funding.

57. Demand for Economic Development Infrastructure

Authors: Karen R. Polenske, Nicolas O. Rockler, Anne Kinsella-Thompson, and Anjali Mitter

Organization: Massachusetts Institute of Technology, Cambridge, MA

Date: 1998

Project No.: 99-06-07430

NTIS No.: PB2001-107600, A06 (\$29.50)

Key Words: development planning, infrastructure, local development, public works

This study examined the feasibility of using a “short-cut” approach for estimating infrastructure needs at the county level. Such a method, if successful and accurate, would be valuable for infrastructure planning at all levels of government. Ideally, such a method would offer a rapid, low-cost, and simple-to-use means of preparing estimates of infrastructure needs for those areas eligible for EDA assistance. Such areas include economically distressed counties or places in which military base closures or manufacturing plant closures are due to defense cutbacks. The authors undertook this study with the intention of applying a unique set of public infrastructure investment data to determine whether the study objective could be met. These data cover county-level infrastructure investment for detailed categories spanning 30 years. This period is sufficiently long to gauge whether counties with different economic and demographic characteristics exhibit differences in the size and composition of infrastructure investment.

The study consists of four parts: (1) Literature Review, (2) Database Development and Analysis, (3) Statistical Model Development and Analysis, and (4) Case Studies. The authors identify the key findings for each of these and summarize them extensively in the “Research Summaries” and “Case Studies” chapters. Some of the key findings are as follows:

1. Counties with high levels of economic distress tend to be nonmetropolitan but don’t show significantly different infrastructure investment rates than the average county.

2. Base-closure and defense-cutback counties tend to be metropolitan, have higher than average per-capita income, and have significantly higher rates of infrastructure investment.

3. County planners tend to identify infrastructure needs in terms of the current budget and its funding constraints, not engineering evaluations or long-range growth plans.

4. Because of the overlapping funding responsibilities for local infrastructure, and because of the complexities involved in identifying and estimating needs for many jurisdictions that serve counties, the modeling approach tested by the authors demonstrated that short-cut, accurate, and economical ways to estimate infrastructure needs are not presently feasible.

58. Developing Internet Capacity for Technical Assistance in Community Economic Development

Authors: Leobardo F. Estrada and others

Organization: North American Integration and Development Center, University of California, Los Angeles, CA, assisted by Hispanic Research Center, University of Texas, San Antonio, TX

Date: 1997

Project No.: 99-06-07403

NTIS No.: PB2001-108116, A08 (\$36.00)

Key Words: community development, development strategies, Internet, North American Free Trade Agreement, technical assistance

The scope of work for this project included the following three major components:

1. Construct a computer network that will promote Internet activities between the UCLA NAID Center and the Hispanic Research Center (HRC) at the University of Texas at San Antonio, as well as initial interfaces with selected nongovernmental organizations and communities across the country affected by the North American Free Trade Agreement (NAFTA)

2. Obtain and organize data, insure its compatibility, and put it on-line. The database will include information on product flows, production trends, demographics, environmental indicators, and other essential information required for economic development planning.

3. Provide technical assistance to local communities affected by NAFTA. Staff will work directly with local communities to help them identify potential solutions to adverse NAFTA effects at the regional and sectoral levels.

This report details the activities of the NAID Center and HRC in fulfillment of these three objectives.

59. Eco-Industrial Development: A Strategy for Building Sustainable Communities

Author: Mary Schlarb

Organization: Cornell University

Ithaca, NY

Date: 2001

Project No.: 99-06-07462

NTIS No.: PB2001-105689, A05 (\$27.00)
Also available from EDA Web site.

Key Words: development strategies, eco-industrial development, environment, literature reviews, local development, sustainable development

A growing number of communities in the United States and internationally are considering eco-industrial development (EID) strategies. EID is based on the idea that a flourishing economy and environmental health can coexist through strategies that integrate environmental, economic, and community development goals. The definition of EID has been elusive to practitioners and scholars alike, and the concept continues to evolve as EID projects move from the conceptual stage to implementation. At its root, however, is an emphasis on fostering networks among businesses and communities to optimize resource use and reduce economic and environmental costs. The EID concept encompasses a range of approaches, including pollution prevention, byproduct exchange, green design, life cycle analysis, joint training programs, and public participation. Early projects sought to create closed-loop systems within the boundaries of an eco-industrial park. More recently, eco-industrial developers have widened their scope to capture byproduct exchange opportunities in broader regional eco-industrial networks. This report reviews the interdisciplinary literature on industrial ecology theory and practice. It discusses the concept of EID, defining its meaning, function and range of applications in the economic and community development contexts. The objective is to describe both the benefits and challenges posed by EID and to assess a range of strategies and best practices for implementation.

This is the eighth of a series of reviews of economic development literature and practice conducted for EDA beginning in 2000.

60. Economic Competitiveness in the Global Marketplace

Author: Jay Kayne

Organization: National Governors' Association (NGA), Washington, DC

Date: 1997

Project No.: 99-06-07402

NTIS No.: PB97-156855, A03 (\$23.00)
Also available from NGA,

444 North Capitol Street, NW,
Washington, DC 20001-1512.

Key Words: competitiveness, exports, state development, technology

During the past five years, significant transformations in state economic development policies and programs have occurred. Primary among these is the shift in program emphasis to devote as many resources to supporting existing industrial bases as are devoted to attracting new industry. This change in program emphasis reflects the recognition that long-term, sustained economic growth is tied to firms expanding incrementally, in terms of additional investment and new jobs, year after year. Private-sector decisions to expand continuously at an existing location depend more on the general business climate than on one-shot public subsidies.

The key to long-term economic viability for most businesses is their ability to compete in a global economy. Consequently, many states are focusing their development efforts on providing the physical and institutional infrastructures that support private-sector productivity. This report shows how current state programs can be viewed in the context of a matrix, with eight international competitiveness factors (domestic economic strength, science and technology, management, etc.) on one axis and three state policy and program objectives (to improve the general business climate, to support specific firms and sectors, and to influence national policy) on the second axis. A well-conceived strategy doesn't require that each cell of the matrix be completed. States must establish appropriate priorities within the constraints of limited resources.

61. Economic Development Linkages Guide

Author: not identified

Organization: National Association of Regional Councils (NARC),
Washington, DC

Date: 2001

Project No.: 99-06-07453

NTIS No.: PB2001-107627, A04 (\$25.50)
Also available from NARC,
1700 K Street, NW, Suite 1300
Washington, DC 20006.

Key Words: best practices, development strategies, regional development

This document is Volume 2 in the series "Promising Regional Practices." (Volume 1 is item 90 in this bibliography.) Economic development strategies never occur in isolation. They always depend on the availability of a skilled workforce, material resources, land-use regulations, physical infrastructure, and other conditions. Community-based strategies and plans for such objectives as environmental protec-

tion, effective transportation, and affordable housing also contain elements of economic development planning. It therefore follows that, in times of limited resources and increased emphasis on collaboration and partnerships, regional councils are linking economic development efforts with efforts in other disciplines, such as community development. Economic development at a regional level is linking disciplines across jurisdictional boundaries, as councils of government pool their resources and provide the best services to communities to boost their region. This guidebook describes seven cases where regional councils are fostering economic development with linkages to another community-based strategy: to transportation, to workforce and job training, to environmental protection, to technology, to statewide economic development planning, to land-use planning, and to redevelopment and residential planning.

62. EDA GPRA Pilot I: Construction Projects

Authors: Robert W. Burchell and others,
including EDA's National
Performance Team

Organization: Rutgers University,
New Brunswick, NJ

Date: 1999

Project No.: 99-06-07442

NTIS No.: PB2001-105578, A08 (\$36.00)
Also available from EDA
(202/482-5353).

Key Words: benchmarking, construction projects, EDA Defense Adjustment Program, EDA program evaluations, EDA Public Works Program, infrastructure, job creation, performance measurement

This study evaluated the performance of a sample of 58 EDA construction projects on performance measures developed in accordance with the Government Performance and Results Act (GPRA) of 1993. This effort initiates a GPRA evaluation process within EDA and compares this sample with other projects previously evaluated. The nationwide sample is a 33 percent stratified random selection from 153 public works and 18 defense construction projects completed in FY 1993. In decreasing order, the projects were in the water/ sewer, buildings, roads, marine/tourism, and industrial parks categories. They were selected from all six of EDA's administrative regions.

Project impacts included the following:

1. On average, these projects produced 290 direct permanent jobs for every \$1 million of EDA funding.

2. The median cost per job created or retained was \$3,445 in EDA funds and \$6,324 in funds from all sources.

3. Not including public projects, each \$1 million of EDA funding leveraged \$5.62 million of private-sector investment.

4. Non-tax-exempt projects increased the local tax base by \$7 million per \$1 million of EDA funding.

63. EDA GPRA Pilot II: RLF Projects

Authors: Robert W. Burchell and others, including EDA's National Performance Team

Organization: Rutgers University, New Brunswick, NJ

Date: 1999

Project No.: 99-06-07442

NTIS No.: PB2001-105579, A07 (\$33.00)
Also available from EDA (202/482-5353).

Key Words: benchmarking, EDA Economic Adjustment Program, EDA program evaluations, job creation, performance measurement, revolving loan funds

This study evaluated the performance of 42 EDA revolving loan fund (RLF) projects on performance measures developed in accordance with the Government Performance and Results Act (GPRA) of 1993. This effort initiates a GPRA evaluation process within EDA and compares these RLFs with others previously evaluated. The nationwide group of projects includes all RLFs approved and undertaken by their grantees in FY 1993. At the time of this study—six years after EDA's awards—these RLFs were sufficiently established, and enough loans made, to make their evaluation possible.

Project impacts included the following:

1. All but two of the RLF projects had produced permanent jobs six years after initiation.

2. On average, these 40 projects produced 246 direct permanent jobs for every \$1 million of EDA funding.

3. The median cost per job created or retained was \$4,107 in EDA funds and \$5,883 in funds from all sources.

4. Not including public projects, each \$1 million of EDA funding leveraged \$6.25 million of private-sector investment.

5. The combined project default/write-off rate was about 7 percent.

64. EDA Secondary Market Demonstration Project for Revolving Loan Funds in South Dakota

Author: Kathy Stearns (National Community Capital Assn., Philadelphia, PA)

Organization: South Dakota Rural Enterprise, Inc., Sioux Falls, SD

Date: 2001

Project No.: 99-06-07450

NTIS No.: PB2001-105912, A07 (\$33.00)
Also available from EDA.

Key Words: capital markets, development finance, equity equivalent (EQ2) investments, innovative finance, revolving loan funds, securitization

South Dakota Rural Enterprise, Inc. (SDREI) contracted National Community Capital Assn. to "identify and implement specific techniques by which revolving loan funds (RLFs) in South Dakota, under the leadership of a single organization, can organize a loan pool and negotiate a secondary market transaction of the pooled loans." SDREI is a state-wide organization established to enhance the economic vitality of small rural communities by efficiently and effectively channeling resources from national organizations, foundations, and federal agencies to the local level.

The market study clearly indicated that a securitization transaction would need a significant subsidy because the RLFs were making below-market-rate loans to businesses. After analyzing several different potential structures, the project team concluded that it was more effective to capitalize SDREI with equity equivalent investments that SDREI could then use to lend to the RLFs at affordable rates. The project team pursued this strategy while educating the state's RLFs about securitization, the need to charge market rates for their loans, and other related topics. At the project's conclusion, SDREI had raised a fund of \$1.7 million for lending to RLFs. The fund's capitalization is expected to reach \$10 million within four years, providing South Dakota RLFs with an affordable source of recapitalization.

This is one of four reports on projects demonstrating the feasibility of RLF loan securitization completed for EDA in 2001.

65. EDA Secondary Market Demonstration Project for RLFs in Racine County, Wisconsin

Author: Gordon Kacala

Organization: Racine County Economic Development Corporation, Racine, WI

Date: 2001

Project No.: 99-06-07447
NTIS No.: PB2001-108112, A03 (\$23.00)
 Also available from EDA.
Key Words: capital markets, development
 finance, innovative finance,
 revolving loan funds, securitization

The Racine County Economic Development Corporation (RCEDC) is a countywide private nonprofit development corporation, formed in 1983, that maintains a comprehensive economic development program, including business attraction and retention, small business development, business finance, and workforce development. This report provides details of RCEDC's efforts to securitize its EDA-funded RLF. It provides background information on RCEDC and its business financing activities, describes the securitization effort, and provides the documentation that would be useful to other communities that are interested in undertaking similar efforts.

The essence of RCEDC's securitization technique is its simplicity. The final transaction consists of a \$1 million line of credit (LOC). The LOC is co-funded by seven local banks, with a lead bank responsible for all LOC transactions and coordination with the other six. The RCEDC is the borrower named on the LOC and incurs a liability for repayment of the LOC. The LOC's interest rate is variable—3.5 percentage points below the prime lending rate. The LOC's collateral is the payment stream and assets funded through the new RLF loans. Initial estimates of RCEDC's transaction costs were \$30,000, but underestimated the legal costs to prepare the LOC documents. Final costs were \$51,500. The RCEDC also underestimated the time needed to complete the transaction—primarily required for preparation and review of the legal documents.

This is one of four reports on projects demonstrating the feasibility of RLF loan securitization completed for EDA in 2001.

66. Effective Aid to Trade-Impacted Manufacturers: An Evaluation of the Trade Adjustment Assistance Program

Authors: Christopher Walker, Kathy Pettit,
 and Brandon Roberts
Organization: The Urban Institute, Washington,
 DC, assisted by Brandon Roberts
 & Associates, Chevy Chase, MD
Date: 1998
Project No.: 99-06-07427
NTIS No.: PB99-118044, A06 (\$29.50)
 Also available from The Urban
 Institute (202/833-7200)

and EDA Web site.

Key Words: EDA program evaluations,
 EDA Trade Adjustment Assistance
 Program, imports, international
 trade, trade adjustment assistance

The Trade Adjustment Assistance (TAA) Program was authorized by Congress in 1974 to assist manufacturing firms adversely affected by increased international trade. Although most economists and policy makers believe that foreign competition results in higher quality goods at lower prices, some domestic firms are unable to compete effectively against imported products. This may be especially true when global markets rapidly open and expand—a situation typical of the past 20 years in the United States. To help companies respond, the TAA Program pays for technical assistance to trade-impacted firms that experience declining sales and employment.

This report presents the analyses, findings, and recommendations from an evaluation of the TAA program. The purpose of that evaluation was to address two primary questions: (1) Does the business management and technical assistance provided to firms affect their economic recovery as measured by changes in company sales and employment? (2) Is the current process and system for delivering assistance still the most appropriate way to help individual firms?

Firms eligible for assistance are identified and served through a nationwide network of twelve Trade Adjustment Assistance Centers (TAACs). The analysis shows that by several measures the TAACs have helped distressed manufacturing firms respond to foreign imports. Five years after certification, TAAC-assisted companies (a) had survived at higher rates than unassisted firms, (b) had added employees, whereas unassisted firms had generally lost employees, and (c) had shown twice the rate of sales growth of unassisted firms. In calculating the net benefits that flow from TAAC assistance, the authors found that, by the fifth year after certification, the program (a) invested just \$3,451 for each job supported, (b) generated \$87 in sales for each TAA dollar invested, and (c) yielded an estimated return on investment of 261 to 348 percent.

The authors found several reasons for the strong TAA performance, including the following: (a) The program provides an extensive package of assistance, implemented at low cost to the firm. (b) Firms “select into” the program by their willingness to invest time and money in their own recovery. (c) The program emphasizes a complete and unbiased diagnostic of firm strengths and weaknesses.

Despite these generally favorable findings, the authors raise several issues regarding the present TAA model and practice, including the following: (a) Due to the small TAA budget, few firms that are eligible for assistance actually receive it. (b) Certain program specifications result in many trade-impacted firms being technically ineligible for assistance. (c) The small TAA budget and many firms' inability to quickly implement projects cause a substantial backlog in delivering technical assistance. (d) Decentralized TAA administration causes inconsistent cost-share and fee policies between TAACs.

(e) Such decentralization probably also explains why only a few TAACs aggressively leverage other business assistance services. The authors conclude with recommended TAA changes to make this valuable program more effective.

67. Emerging Principles in State and Local Economic Development: A Benchmarking Tool

Author: Lee W. Munnich, Jr.
Organization: University of Minnesota, Hubert H. Humphrey Institute of Public Affairs, Minneapolis, MN
Date: 1995
Project No.: 99-06-07368
NTIS No.: PB95-255980, A04 (\$25.50)
Key Words: benchmarking, development practice, development strategies, performance measurement, program evaluation, regional development, state development

The purpose of this report is to help state and local economic development organizations define and assess their development strategies. The report presents ten emerging economic development principles that should be the basis for planning and implementing a successful state, regional, or local program. The report is designed to be useful to development practitioners and is also intended to give those who seek to understand state and local economic development policies a framework for examining different approaches. It contains examples or models that economic development organizations can use to compare their efforts to those of other similar organizations.

The fundamental purpose of economic development policy should be to increase productivity to bring economic benefits to an area. Given this purpose, the following principles provide a framework for improving performance in economic development efforts. The ten emerging principles fall within four general categories: goals, scope, organization, and process.

Goals: What are the goals of your economic development efforts? *Competitiveness:* Creating a competitive advantage is based upon maximizing the human, natural, and institutional resources of a region. *Equity:* Economic development efforts should be focused on improving the productive capacity of those areas and populations that are most disadvantaged and in need of assistance.

Scope: Being competitive in the current economic climate requires thinking beyond traditional economic development concerns. *Global Economy:* A key role for economic development organizations is helping businesses

make the transition from targeting only domestic markets to taking advantage of international opportunities. *Comprehensive Strategy:* Issues of education, housing, health care, transportation, and general quality of life have important contributions to make to the economic health of an area.

Organization: Although assistance may be delivered directly to businesses, economic development strategies should be organized by industry sectors and regions. As much as possible, economic development efforts should be wholesale, not retail. *Regional Collaboration:* A single local economy's strength depends on the economic strength of surrounding areas. Economic strategies need to achieve economies of scale by being directed to regional areas. *Industrial Focus:* Rather than target individual firms or establishments, economic development agencies should focus on supporting clusters of industries that are well suited to the region.

Process: The management and implementation of an economic development strategy can be as important as its substance. *Customer Orientation:* A successful economic development effort must first define who its clients are, and second, meet the needs of those it is designed to serve. *Partnerships:* Economic development agencies need to work closely with other partners, such as businesses, non-profits, and community organizations, to develop a path toward the future. *Measurement and Evaluation:* A high performance organization collects information about its effectiveness in order to assess the impact of its work and evaluate the strengths and weaknesses of its services. *Learning:* Organizations must continually learn to improve their performance.

68. Evaluating Intangible Assets in Capital Investment Decisionmaking

Authors: Thomas E. Parkinson and others
Organization: NCI Research, Evanston, IL
Date: 1995
Project No.: 99-06-07371
NTIS No.: PB95-269262, A04 (\$25.50)
Key Words: banks, development finance, entrepreneurs, firm creation, small and medium-size enterprises

In order to compete successfully in global markets, U.S. companies must make major investments in intellectual assets and similar resources that are often complex and intangible, such as research and development capabilities, management information systems, quality control systems, customized services, productivity-enhancing workplace innovations, and workforce training. But despite evidence that the potential profitability returns from these assets can be high, companies seeking financing for such investments are often stymied by lenders' unwillingness to consider intangible assets in assessing the creditworthiness of potential borrowers. An

overriding focus on the value of tangible assets threatens to subvert the lending process, strangling those firms that should be encouraged—growth firms in today’s emerging industries. For firms in these industries, intangible assets are more apt to be the crucial element for success, raising the issue of how such assets might be measured and valued.

The research summarized in this report identified and developed techniques for analyzing the value of intangible assets, including what is often called “intellectual capital.” Intellectual capital includes skills, knowledge, and information—whether embodied in people, technology, or organizational systems. After reviewing the growing literature on evaluation of intangible assets in the disciplines of economics, business finance, and commercial lending, the authors focused on developing a methodology for estimating the value of a portfolio of intangible assets owned by a closely held company.

The return-on-assets (ROA) methodology that was developed compares a company’s three-year average return on tangible assets to the industry average ROA. In cases where the company’s ROA exceeds the industry average, the excess amount is the basis of a calculation to arrive at an estimated value of the company’s intangible assets. This estimating method was tested by comparing the value of a company’s estimated intangible assets to their value set by the market in initial public offerings. In almost all cases, IPO companies with above-average ROAs had market intangible value exceeding the calculated intangible value.

The final phase of the project was a demonstration of the methodology to five lenders using five small, closely held companies as examples. The lenders acknowledged the growing importance of intangible assets for small businesses competing in an information-based economy but felt that further establishment of the collateral value of such assets was needed. As the economic inputs of the economy become less and less tangible, lenders are more and more likely to make mistakes if they ignore intangible assets.

69. An Examination of the Use of Securitization Techniques for Public Sector Portfolios

Author: not identified
Organizations: State and Federal Associates, Alexandria, VA, and Manufacturers Hanover Securities Corporation, New York, NY
Date: 1990
Project No.: 99-06-07299
NTIS No.: PB96-105747, A05 (\$27.00)
Key Words: development finance, revolving loan funds, securitization

Since 1975, there has been a great increase in public sector lending programs to both businesses and individuals. Once handled by just a few federal agencies, direct lending programs are now administered by a host of state and local agencies, departments, and public-private corporations.

Portfolio securitization is a tool that offers the potential for greater utilization of the resources that federal agencies, states, and localities have committed to direct lending programs. Viewed from the perspective of the manager of a revolving loan fund (RLF), securitization addresses problems such as avoiding dependence on future federal grants for further capitalization, assuring maximum feasible leverage of private capital, and eliminating the problems associated with a cash flow that is insufficient to maintain a viable program. Viewed more broadly, securitization can be a tool for generating significant amounts of current revenue that can be used for a variety of public purposes.

Portfolio securitization is simply the process by which private investors, such as insurance companies, industrial firms, pension funds, and labor unions, buy a portion of the future cash flow created by the repayment of the loans in the portfolio. The objective of this report is to provide government officials with information about the background, rationale, and techniques of portfolio securitization and on how it can be applied to publicly capitalized RLFs. Although partly specific to EDA’s RLF program, the report is broadly applicable to all such programs.

70. Expanding Capital Resources for Economic Development: An RLF Demonstration

Author: Kelly Robinson
Organization: Research and National Technical Assistance, EDA, Washington, DC
Date: 2001
Project No.: not applicable
NTIS No.: Number not available at press time. Also available from EDA Web site.
Key Words: capital markets, development finance, innovative finance, revolving loan funds, securitization

This is an in-house summary and critical review of four projects demonstrating the feasibility of RLF loan securitization completed for EDA in 2001.

Since the 1970s, EDA has helped capitalize hundreds of revolving loan funds (RLFs) for economic development in America’s distressed communities. The agency continues to seek innovative ways to make these RLFs more effective in bringing much-needed capital to these areas. Today, one of the biggest challenges facing RLFs is finding new ways to fund these economic development efforts without large public ex-

penditures. For many years financial experts have held that securitization could become an important way to channel private capital into economic development lending. The past decade has seen a handful of isolated experiments in securitizing loans from economic development RLFs. The cost of securitization was high in these early trials, but the RLFs participating in these early trials have been happy with their outcomes.

To help move securitization forward and make it a more viable RLF capitalization tool, EDA funded a demonstration program in 1999 to promote several real-world transactions. The goals of the program were to increase investor familiarity with securitization, provide RLF managers with the information they need to assess the technique, and help government agencies identify policies to promote successful securitization. EDA defines securitization broadly to include the sale of loans to back security offerings in secondary markets, the pledging of future income stream of a loan, and similar activities. EDA selected four organizations from a national competition to receive funding to conduct securitizations and report back to the agency on their experiences.

Overall, the direct economic benefits of these transactions have been considerable. The demonstration project has (1) raised \$3.7 million in new lending for six participating RLFs, (2) generated an additional \$8.7 million in pending sales from eight more RLFs, to be included in future security sales, and (3) set the stage for much larger future benefits in leveraged development capital.

71. Feasibility Study for an Inter-American Trade Council

Authors: John W. Van de Kamp and Kimberly S. Barget

Organization: Maria Elena Toraño Associates (META), Miami, FL

Date: 1995

Project No.: 99-06-07391

NTIS No.: PB96-142922, A05 (\$27.00)

Key Words: development finance, exports, international trade, minority-owned businesses, small businesses

Through surveys of small and minority businesses, this study tested and validated the assumption that small and minority businesses would be interested in belonging to and paying a fee for membership in an Inter-American Trade Council, dedicated to helping them improve their revenues. An Inter-American Trade Council would help find new markets and financing, resolve import/export problems, and assist with the import/export process. The Council is perceived as integrating all these functions, which are normally available as stand-alone services.

Business executives were responsive to the surveys, but trade associations supporting the type of goods and services produced by small and minority businesses were less so, probably perceiving the Council as competition. Some organizations, such as the Banker's Association for Foreign Trade, the U.S. Chamber of Commerce, and the Council of the Americas, were responsive and helpful. Financial institutions were not helpful, with the exceptions of the Inter-American Development Bank, which expressed interest in exploring the concept further, and the Overseas Private Investment Council, which supports U.S. businesses after trade relationships have already been established. The next necessary step is to evaluate the economic feasibility of an Inter-American Trade Council via a business plan.

72. Feasibility Study for the Development of a Multi-Museum Complex and Preview Center in Portland, Oregon

Authors: Scott/Edstrom & Partners, Portland, OR

Organization: Oregon Newspapers Foundation, Portland, OR

Date: 1996

Project No.: 99-06-07387

NTIS No.: PB96-194337, A09 (\$41.00)

Key Words: development strategies, museums, reuse, tourism

This study evaluated the feasibility of a museum collaborative that fulfills two needs: (1) to create a major public attraction in the immediate vicinity of the Oregon Convention Center to help visitor and convention marketing efforts and (2) to provide an affordable home for independent museums that seek operating efficiencies and revenue-generating opportunities to ensure long-term stability and success. A nonprofit organization, Heritage Museum Complex (HMC), was established to develop the concept that would provide these needs. It was composed of nonprofit cultural organizations, economic development agencies, state and local governments, and the visitor and hospitality industries. These individuals and organizations provided information and insight for the study. Research uncovered similar collaboratives of cultural interests in other states.

HMC—essentially a self-sustaining tenant organization—would create a museum collaborative of educational nonprofit institutions committed to the shared goal of working cooperatively on cultural and heritage exhibitions. Although each museum would be distinctly its own, there would be substantial economies of scale in shared space and overhead. Three centerpiece attractions are recommended:

1. Oregon Preview Center, a “satellite showcase” that would create awareness of other museums and nonprofit public attractions, particularly in rural areas of the state,

2. Oregon Scenic Wonders exhibition, to create an awareness of tourist opportunities that would stimulate return visits and extended stays in the city and state, and

3. Recreation of a vintage street scene from a Western town, which would have general entertainment and educational value.

Of several potential sites near the Oregon Convention Center, the most economically viable is the adaptive reuse of the City-owned Memorial Coliseum Exhibit Hall—a 45,000-square-foot facility that now returns no revenue to the City.

73. Flexible Manufacturing Networks for Microenterprises

Author: Mary Anne Alabanza Akers,
University of Georgia, Athens, GA

Organization: National Congress for Community Economic Development (NCCED), Washington, DC

Date: 1996

Project No.: 99-06-07372

NTIS No.: PB97-114839, A04 (\$25.50)
Also available from NCCED,
1030 15th Street, NW, Suite 325,
Washington, DC 20005.
(202/289-9020)

Key Words: community development corporations, flexible manufacturing networks, manufacturing, microenterprises, small businesses

This study contributes a fresh perspective to the community economic development field in several ways: First the topic of flexible manufacturing networks and their relevance to community development corporations (CDCs) engaged in microenterprise development is an uncharted area of practice and research. Second, much of the literature has focused on various facets of housing development, leaving other areas of community-based economic development unexplained. Now that CDCs are directing some of their energy to supporting the business ideas of their constituents, attention needs to be given to developing a body of applied literature that can be used by CDCs. Third, the benefits to be gained from implementing the flexible manufacturing network (FMN) strategy among microenterprises have not been studied extensively because FMNs in the United States are relatively young and have primarily focused on small and medium-size manufacturing firms. In effect, this study looks at a different aspect of the FMN concept—a modified approach that would benefit CDCs serving microenterprises. Last, the study brings to light the fact that FMNs apply in both rural as well as urban areas. Neglected for so long, rural towns are in dire need of ideas that can be used to counteract outmigration, unemployment,

business relocation, and infrastructure decay. Business networking is a technique that towns can adopt to revitalize their economies.

The report has three major sections: The first is an overview of FMNs. It describes FMNs and the Italian experience with them. Italian networks are often used as models for American FMNs. The second section describes three U.S. FMNs that show how networking applies to diverse places. The last section focuses particularly on the application of FMNs to microenterprises. Though evidence shows that networking benefits small and medium-size firms, this report examines how these benefits can work for microenterprises (which usually employ two to three workers and are owned by people of low to moderate income).

74. Guide to Conducting State Recycling Economic Development Finance Workshops

Author: not identified

Organization: Northeast Recycling Council (NERC), Council of State Governments (CSG), Brattleboro, VT

Date: 1996

Project No.: 99-06-07397

NTIS No.: PB97-156715, A04 (\$25.50)
Also available from CSG
(1-800-800-1910) as
publication no. C-157-9700.

Key Words: development finance, environment, Northeast, recycling, sustainable development

The objective of this project was to demonstrate a two-pronged program for educating economic development and recycling officials about business development opportunities in recycling. The project consisted of conducting a state recycling finance workshop in each of three Northeastern states, as well as a recycling economic development finance training program for the region's economic development and recycling officials. The goal of the project is to facilitate the expansion of recycling businesses in the Northeast.

The guide details seven steps to conducting a recycling economic development finance workshop: (1) establish a workshop planning committee, (2) select the target audience, (3) develop the workshop message, (4) identify the message deliverer, (5) choose workshop topics and structure the workshop, (6) attract the audience, and (7) conduct follow-up.

In the process of planning and conducting the three state workshops for this project, NERC learned several important lessons: (1) Conduct workshops that are specific to the recycling and economic development programs in the state. (2) Include recycling business case studies on the workshop

agenda. (3) Enhance the workshop with recycling economic development finance training. Develop a comprehensive marketing strategy.

75. How to Start and Operate an Effective Business and Technology Assistance Program

Authors: Niles J. Frantz, Kevin J. Weaver, and Kathy G. Feuerman

Organization: Technology Management Group, Philadelphia, PA

Date: 1989

Project No.: 99-06-07263

NTIS No.: PB96-176946, A10 (\$44.00)

Key Words: development strategies, manufacturing, small and medium-size enterprises, technology

The objective of this handbook is to aid in the establishment and operation of business and technology assistance programs at the local, state, and national levels. The primary emphasis is on helping small and medium-size manufacturers, but most aspects of the handbook are applicable to business assistance and economic development programs in general. A further aim of this handbook is to enable assistance programs to be developed more rapidly to meet the needs of economically distressed communities and displaced workers by refining and documenting detailed operating procedures.

The handbook was prepared with the active economic development practitioner in mind. It is assumed that the reader has recognized a need in the community and is considering or currently operating a business and technology assistance program to address that need. Thus, the handbook can help refine existing programs, as well as develop new ones. It is written in a practical "how-to" style and its procedures can be adapted to specific local conditions.

76. Impact of Incubator Investments

Authors: Lawrence A. Molnar, Dinah Adkins, Lou Tornatzky, and others

Organization: University of Michigan, Ann Arbor, MI, assisted by National Business Incubation Association (NBIA), Ohio University, and Southern Technology Council

Date: 1997

Project No.: 99-06-07414

NTIS No.: PB98-110497 A07 (\$33.00)
Also available from EDA and NBIA, Athens, OH (740/593-4331).

Key Words: business incubators, development strategies, EDA program evaluations, performance measurement

Business incubators are helping build healthy, lasting businesses and they are doing it for low cost and with a good return on investment to supporters. A very high percentage of incubated companies remains in their communities, confirming the goal of business incubators to build the business base and potential for job creation in their regions. This study—the most comprehensive appraisal on business incubation to date—uses a combination of surveys, focus groups, stakeholder panels, and regional macroeconomic analyses. Its findings include the following:

1. Business incubation programs help companies create many new jobs. In 1996, surveyed incubators reported creating a cumulative average of 468 direct and 702 total (direct and indirect) jobs.

2. Business incubation programs create new jobs for a low subsidy cost and a substantial return on investment. The estimated public subsidy cost per direct and indirect job created was \$1,109.

3. Business incubation programs produce graduate firms with high survival rates—a reported 87 percent of all graduate firms are still in business.

4. Most firms that graduate from business incubators remain in their local communities—an average of 84 percent.

5. EDA-funded incubators perform better than non-EDA-funded counterparts.

From the study findings, the team makes a number of broad policy recommendations, including the following:

1. The industry should develop a national performance benchmarking program for business incubators based on uniform measures.

2. The industry should also establish a national database to quantify incubator achievements and improve industry knowledge and program performance.

3. Program sponsors should require evidence of program performance based on uniform benchmarks.

4. Program sponsors should also seek evidence that their programs meet industry criteria, including on-site management, a full range of services, and a graduation policy.

77. Improving Utilization of the Information Highway by Hispanic-Serving Institutions

Authors: Charles G. Rodriguez, Rene A. Gonzalez, and Narciso Cano

Organization: Hispanic Association of Colleges

and Universities (HACU),
San Antonio, TX

Date: 1996

Project No.: 99-06-07377

NTIS No.: PB96-182050, A07 (\$33.00)
Also available from HACU,
8415 Datapoint Dr., Suite 400,
San Antonio, TX 78229.
(210/692-3805)

Key Words: education, Hispanics, technology,
universities and colleges

Institutions of higher education have a leading role in adapting technology to promote learning and in promoting technological literacy. This study analyzes the access to and utilization of telecommunications technology, the potential impact of technology on the K-16 levels, and the impact of technology on the Hispanic community and its economic development by regionally accredited colleges and universities that serve significant numbers of Hispanics in the United States and Puerto Rico. The findings are primarily derived from responses to a three-page, 45-question survey that was mailed to 125 Hispanic Serving Institutions (HSIs) in January 1995. Completed surveys came back from 93 HSIs, a 74 percent response rate. In addition, HACU convened two focus groups to discuss the survey findings and issues related to the use of educational technology by faculty, administrators, and students at HSIs and by the surrounding Hispanic communities.

The most significant finding is that HSIs lag behind non-HSIs in the acquisition and use of technology for education. The report suggests that the implementation of its strategies and recommendations may help close the technology gap and assist HSIs to more effectively adapt new technologies, thus advancing their educational and community service missions.

78. Incentives: A Guide to an Effective and Equitable Policy

Author: James Breagy

Organization: National Council for Urban
Economic Development (CUED),
Washington, DC

Date: 1996

Project No.: 99-06-07384

NTIS No.: PB96-182027, A07 (\$33.00)
Also available from CUED
(now IEDC), 734 15th St., NW,
Suite 900, Washington, DC 20005.

(202/223-7800)

Key Words: business attraction, business
retention, development strategies,
incentives

The use of various tax and nontax incentives is a common practice of state and local governments to attract businesses to their jurisdictions or to retain existing businesses and help them expand. Over the past decade, the use of incentives has become a controversial issue among economic development practitioners at the state, regional, and local levels. Most practitioners regard incentives as legitimate and justifiable public subsidies to generate private investment, job creation, and economic growth whereas critics view them as an unnecessary commitment of public resources that can cause fiscal problems for jurisdictions.

Based on emerging practices by some states, counties, and localities, the report provides a set of principles for establishing effective and equitable incentive policies to use within the context of state, regional, and local economic development strategies. These principles also apply to performance-based incentive agreements negotiated by jurisdictions with individual companies. Such agreements are based on fiscal impact, cost and benefit analysis, calculated return on investment, projected impact on public services, agreed-upon goals with benchmarks for job creation and other benefits, and provision for recovering or adjusting the assistance commensurate with performance or nonperformance by the company.

The report provides historical background on the current controversy over incentives and a comprehensive list with definitions of tax and nontax incentives. A chapter on states, communities, and companies examines objectives that state and communities seek to achieve with incentives and the location requirements of firms. Industrial sectors highlighted are autos, steel minimills, semiconductors, financial services, security services, and air cargo.

79. Innovative Local Economic Development Programs

Authors: Jan Youtie and others

Organization: Georgia Institute of Technology,
Atlanta, GA, assisted by COSMOS
Corporation, Tate Research
Associates, and Southeastern
Economic Development Council

Date: 1999

Project No.: 99-06-07434

NTIS No.: PB2000-108267 A10 (\$44.00)
Also available from EDA Web site.

Key Words: brownfields, competitiveness, devel-

opment strategies, local development, public-private partnerships, regional development, sustainable development, technology, workforce development

This collection of 25 case studies of local economic development programs provides real-life examples of cutting-edge, innovative practices. These 25 practices were selected to represent innovations—that is, the first or early use of a practice. The objective of this study is to make these innovative practices available in a single collection for local economic development practitioners. It is hoped that this collection will help accelerate the pace and improve the quality of information-sharing about innovative local economic development practices.

The striking feature of this collection is the diversity of innovative local economic development practices from around the country. Seven types of local economic development initiatives are represented in the collection: brownfields redevelopment, sustainable development, workforce development, responses to the new economy (economic development approaches that target technology-based industries), regional economic development, applications of new technology and the Internet, and innovative partnerships. Some of these practices involve more than one initiative area. For example, a practice may have sustainable development as its primary objective but also include a brownfields redevelopment initiative. A table helps practitioners readily find the practices most relevant to their circumstances by classifying each practice into primary and secondary initiative categories.

80. The International State: Crafting a Statewide Trade Development System

Authors: Carol Conway and William E. Nothdurft

Organization: Corporation for Enterprise Development, Washington, DC

Date: 1996

Project No.: 99-06-07369

NTIS No.: BROOK-0191, A00 (\$10.00)
Also available from The Aspen Institute, 1 Dupont Circle, NW, Ste. 700, Washington, DC 20036. (202/736-5800)

Key Words: export promotion, exports, international trade, state development

This book draws on the coauthors' experience, spanning more than three decades, in state economic development policy generally, and in trade development specifically. It is the result of a lengthy review of state trade programs, and of

personal interviews with state trade office staff and other trade assistance practitioners throughout the South and West. In addition, a day-long workshop involving rural development professionals helped illuminate the particular difficulties of improving the competitiveness of rural firms.

The central message of the book is that state trade offices have the potential to be the nexus of a comprehensive trade development system. But, given their limited resources, they cannot alone assure the international competitiveness of their state's economy. They must be supported by a widely shared vision of the state's international future and must integrate public, private, and nonprofit trade service providers into a coherent system for developing international business and assuring that its benefits are widely shared.

The book provides states with the tools necessary to rethink their trade assistance services and to create such a system to help businesses, communities, and regions compete internationally. Examples of existing initiatives that embody aspects of a statewide trade development system are presented throughout the book

81. Jobs for a Healthy Environment/Economy

Authors: Karen Marshall and R. Steven Brown

Organization: Council of State Governments (CSG), Lexington, KY

Date: 1995

Project No.: 99-06-07354

NTIS No.: PB95-208807, A04 (\$25.50)
Also available from CSG (1-800-800-1910) as pub. no. C112-9500.

Key Words: development strategies, environment, job creation, sustainable development

This study examines the U.S. environmental technologies and services industry. It finds that these businesses earned \$105–170 billion in 1992, employed over 3 million people in 1993, and paid \$76 billion in federal, state, and local taxes in 1991. The report's first chapter looks at the definition of an environmental job, the types of environmental technologies and services now in existence, the numbers of jobs and revenues these industries provide, the international markets for environmental products and services, and strategies states can pursue to promote environmental businesses. It presents a broad list of environmental technologies and services that corresponds to the study's definition of environmental jobs: "private sector employment whose primary function contributes to or depends on a healthy ecology." It contains a map showing the numbers of environmental jobs by state. California, Florida, New York, Pennsylvania, and Texas are the top

five states, with over 50,000 jobs each. Two other maps rank states by environmental jobs per capita and as a portion of nonfarm employment. They show Alaska, Delaware, Louisiana, Maine, Michigan, New Jersey, Texas, Washington, West Virginia, and either California or Vermont as the top ten states. Finally, Chapter One looks at international markets for U.S. environmental products and services and the environmental export activities of selected states.

Chapter Two provides an overview of sustainable manufacturing and examines barriers and incentives to state implementation of environmental technologies. Chapter Three discusses strategies to promote environmental jobs and selected state environmental jobs initiatives. The report concludes with over forty references.

82. Knowledge Management As an Economic Development Strategy

Author: Kenan Patrick Jarboe

Organization: Athena Alliance
Washington, DC

Date: 2001

Project No.: 99-06-07463

NTIS No.: PB2001-105690, A04 (\$25.50)
Also available from EDA Web site.

Key Words: communications, development strategies, information economy, knowledge economy, literature reviews

The United States is shifting to an information economy. Productive capability is no longer completely dependent on labor, capital, and equipment; information and knowledge assets are increasingly important. The result is a new challenge to the practice of local economic development. In this information economy, success comes from harnessing the information and knowledge assets of a community and from helping local businesses succeed in the new environment. Knowledge management (KM) can provide the tools to help economic development practitioners accomplish that task. KM is a set of techniques and tools to uncover and utilize information and knowledge assets—especially tacit knowledge. Economic development organizations can use KM tools to enhance external communications of local companies, including marketing, and to promote internal communications within local businesses and help companies capture tacit knowledge. More importantly, they can use those tools to uncover and develop local intellectual assets, including helping develop information products, and helping identify entrepreneurial and business opportunities. KM tools are also useful in developing local economic clusters. Finally, these tools can be used to enhance external knowledge sharing among members of the economic development community

and to capture and share tacit knowledge within an economic development organization.

This is the seventh of a series of reviews of economic development literature and practice conducted for EDA beginning in 2000.

83. Lessons Learned from Defense Adjustment: A Comprehensive Approach to Economic Transition

Authors: Kenneth E. Poole,
Caroline Robbins Bodziak, and
Nancy McCrea

Organization: National Association of State
Development Agencies (NASDA),
Washington, DC

Date: 1996

Project No.: 99-06-07380

NTIS No.: PB96-203443, A13 (\$54.00)
Also available from NASDA ,
12884 Harbor Drive, Woodbridge,
VA 22192. (703/490-6777)

Key Words: commercialization, defense adjustment and conversion, development strategies, military base conversion, state development

With funding from EDA and DoD's Office of Economic Adjustment, NASDA conducted seven state site visits during mid-1995 to examine defense conversion efforts and gain perspectives into the unique and innovative strategies employed by states to assist workers, businesses, and communities in transition from dependence on defense activities. Identifying the states to be studied required an extensive selection process. Key defense conversion specialists were identified and interviewed in all 50 states to determine crucial interests, concerns, priorities, and approaches in dealing with defense adjustment. OEA project managers were consulted and provided examples of leading defense conversion states. NASDA chose Arizona, California, Maryland, Massachusetts, Ohio, Texas, and Washington.

The Arizona site visit focused on the business assistance activities of the Arizona Department of Commerce and the Arizona Council for Economic Conversion. In California, the northern and southern parts of the state faced very different challenges: the northern part is concerned with communities, workers, and redevelopment of closed bases, whereas the southern part is more focused on industry and technology issues. Maryland's agenda for industry transition is focused on technology commercialization. The Massachusetts adjustment strategy uses a centralized policy and planning process with a decentralized implementation. Ohio's conversion strat-

egy concentrates on technology commercialization to address adjustment issues. Texas has a statewide diversification plan and supports communities and businesses through the provision of basic information on the adjustment process. Washington's strategy has focused on building capacity for defense adjustment and economic development using a network of local service delivery providers through the Washington Development Network.

84. The LINK Pilot Project

Authors: Nancy J. Cheatham
and Misha Halvårsson

Organization: Applied Environmental
Technologies, Seattle, WA

Date: 1995

Project No.: 99-06-07385

NTIS No.: PB2001-108115, A05 (\$27.00)

Key Words: environmental technology, international trade, Pacific Northwest

The LINK™ Pilot Project is a collaborative environmental technology effort in Alaska, Idaho, Montana, Oregon, and Washington to provide timely trade leads and business development to environmental industry firms throughout the Pacific Northwest. It is a federally and privately funded effort specifically designed to help promote and accelerate private-sector commercialization of environmental technologies and services. It is an example of a private-sector driven, coordinated mechanism to enhance overseas visibility and long-term foreign market access to U.S. environmental technologies while strengthening the global competitiveness of regional environmental firms.

The project was conceived in 1993 by the grantee, a nonprofit organization, and developed with regional environmental industry participation. The goal of the project was to provide interactive computer information system to link U.S. environmental firms with international and domestic trade leads specific to the needs of the environmental industry. The system would (1) provide subscriber-targeted information, (2) enable regional environmental companies to focus their resources on responding to opportunities, rather than seeking them out, and (3) facilitate flexible networking among firms that may want to team for larger opportunities.

85. Loan Sales and Securitization for Revolving Loan Funds: Demonstration Project Final Report

Author: Scott M. Reznick

Organization: Commonwealth Development
Associates, Inc., Harvey Cedars, NJ,

assisted by the National Association
of Development Organizations
(NADO), Washington, DC

Date: 2001

Project No.: 99-06-07449

NTIS No.: PB2001-106527, A05 (\$27.00)
Also available from EDA.

Key Words: capital markets, development
finance, innovative finance,
revolving loan funds, securitization

To raise private capital when available grants plus loan repayments do not equal loan demand, revolving loan funds (RLFs) must be able to sell loans in a fair, reliable market. Rather than compete for fewer grant dollars, or turn down worthy borrowers, RLFs could recapitalize by selling loans to be securitized and rated for resale to institutional investors. Many RLFs aware of securitization have unfavorable preconceptions. With the support of EDA, NADO and the grantee conducted a comprehensive, issues-based outreach program to introduce RLFs to securitization, overcome their skepticism, learn RLF standards and procedures, and attract participation in EDA's demonstration project.

CDA is working with NADO and a senior team of capital markets professionals to launch a secondary market for securitized RLF business development loans. RLFs will be able to reliably recapitalize by selling loans, confident of a high market price, only when securities backed by their loans can be credit rated and sold to institutional investors. CDA's "Business Development Securities" (BDS) are ratable and therefore can be routinely sold to banks, mutual and pension funds, and insurance companies to raise needed RLF capital. BDS can efficiently compete for capital in the asset-backed securities markets and, nonetheless, respect RLFs' public lending mission, loan sale process, and price standards.

CDA makes several recommendations based on its securitization experiences, including the following:

1. Grantors should provide further outreach and educational efforts, as well as technical assistance in loan sales and securitization, to RLF managers, boards, and attorneys; regional office staff; rating agencies; investment bankers; credit enhancement providers; and investors.

2. Federal and state grantors should help RLFs make the transition from a grant orientation to an asset-management approach to raising capital when they need it.

3. To substantially leverage RLF capital with limited business development budgets, grantors should reimburse RLFs for any discount on loan sale that reflects public-purpose opportunity costs.

This is one of four reports on projects demonstrating the feasibility of RLF loan securitization completed for EDA in 2001.

86. Manufacturing Assistance Program and Disaster Recovery Model

Authors: Brian T. Espeland,
Daniel G. Wayne, Jerry Lee Hall,
and Gerald L. Rounds

Organization: Iowa State University, Ames, IA

Date: 1996

Project No.: 99-06-61003

NTIS No.: PB96-186259, A05 (\$27.00)
Also available from Iowa State
University. (515/294-3420)

Key Words: disaster recovery, manufacturing,
natural disasters, small and
medium-size enterprises

Natural disasters can cause enormous problems for small and medium-size businesses—from damaged plants and equipment to the resulting loss of customers. In a thirteen-state area in mid-America, the Manufacturing Assistance Program (MAP) has been developed to assist these businesses. Partners in this program include Iowa State University and the Manufacturing Technology Consortium at Rock Island Arsenal in Illinois.

A computer database has been developed that is accessible through the Internet and World Wide Web over telephone lines via modem-equipped computers. The computer database contains comprehensive information about assistance organizations and how to contact the appropriate people in the event of a natural disaster. The database also lists surplus government equipment that is available so that manufacturers who have lost their machinery will not lose their entire business but will instead have opportunities to subcontract their work or to replace or upgrade their machinery or other manufacturing capabilities. No major natural disasters have occurred since the database was developed, and thus MAP has not been tested in a disaster situation. However, the database is ready, and the disaster assistance model has been implemented and demonstrated.

87. The Marketplace Manual: A Practical Guide to Import Replacement

Author: Glen Gibbons, Jr.

Organization: Neighborhood Economic
Development Corporation
(NEDCO), Eugene, OR

Date: 1987

Project No.: 99-06-07209

NTIS No.: PB89-145494, A12 (\$51.00)

Key Words: import substitution, imports,
local development

This manual is a practical, common sense, self-help guide for towns and cities that want to start improving their economies immediately, and at the same time lay a sound foundation for future diversified economic growth and development. The method outlined and described here was pioneered in Eugene and Lane County, Oregon. It worked so well there that it is now being used in twelve other localities in Oregon.

The idea described is direct and simple: Find out from local businesses what goods or services they plan to buy from outside the area within the next year, then see whether these items, or some of them, can be supplied instead by businesses within the area at an advantageous price. Savings to the businesses in Oregon switching to local suppliers have amounted to as much as 50 percent in a few cases and have averaged about 20 percent. Other results are savings in time and convenience and supplies that are tailored more closely to specifications.

Successful matches between local business buyers and suppliers help a community's economy in three important ways: They add jobs locally, they provide savings to the purchasing companies and thus improve their competitive positions, and they diversify the types of local jobs. This growing diversification lays a foundation for still more diversified future growth, including possible new and different local exports. Thus, this process is open-ended and builds on itself with time and success. It can be combined with many other practical ideas for encouraging and helping local businesses and entrepreneurs.

88. Master Plan, Economic Development Project: Multicultural Career Intern Program Food Mall/Cafeteria

Author: not identified

Organization: Multicultural Career Intern
Program, Inc., Washington, DC

Date: 1995

Project No.: 99-06-07381

NTIS No.: PB96-159918, A05 (\$27.00)

Key Words: community-based organizations,
entrepreneurs, minority-owned
businesses, youth employment,
youth training

This feasibility study examined the development of a food mall/cafeteria. The study's goals were to (1) prepare a master plan for the design, construction, financing, and operation of the facility, which involves students, out-of-school youth, and under- or unemployed residents of the area, (2) involve community stakeholders in the planning phase and develop linkages with city planning agencies responsible for the overall economic development program, community-based organizations, local businesses, philanthropic agencies,

and individuals who will provide support and technical assistance to the project, and (3) identify obstacles—legal, community, or regulatory—to the implementation of the project and develop strategies to overcome them. The analysis concluded that the envisioned project is a viable one. The next step is to organize a campaign to raise funds to construct the facility.

89. Moving into Economic Development: CDCs and Job Creation

Author: not identified
Organization: National Congress for Community Economic Development (NCCED), Washington, DC
Date: 1998
Project No.: 99-06-07412
NTIS No.: PB2001-107589, A04 (\$25.50)
 Also available from NCCED, 1030 15th Street, NW, Suite 325, Washington, DC 20005, (202/289-9020).
Key Words: community development corporations, community development, job creation

Community development corporations (CDCs) are moving into an era in which job creation is becoming more and more an integral part of their fundamental mission. CDCs need to know what works and what doesn't as they initiate economic development projects for the first time. NCCED recognized the information gap that existed for CDCs in making the transition from a strictly community development orientation focused on housing to include economic development and job creation. In 1996, EDA awarded NCCED a grant to provide technical assistance to four CDCs to develop job creation projects and to disseminate the lessons learned. The four were selected based on project and geographic diversity: Florence Villa CDC of Winter Haven, Florida; Sunnyside-Up of Houston, Texas; Cabrillo Economic Development Corp. of Saticoy, California; and North Capitol Neighborhood Development of Washington, D.C. This report describes the experiences of those four CDCs, as well as of other CDCs that have completed economic development projects. It also provides information on resources for economic development projects.

90. Multi-Region Economic Development Strategies Guide

Author: not identified

Organization: National Association of Regional Councils (NARC), Washington, DC

Date: 2000

Project No.: 99-06-07441

NTIS No.: PB2001-107628, A05 (\$27.00)
 Also available from NARC, 1700 K Street, NW, Suite 1300 Washington, DC 20006.

Key Words: best practices, development strategies, regional development

This document is Volume 1 in the series "Promising Regional Practices." (Volume 2 is item 61 in this bibliography.) More and more local jurisdictions are aware that the geographic areas influenced by economic development activities are expanding. Politics may be local, but the economy is increasingly global, and local officials recognize that they must cooperate among themselves and beyond traditional boundaries in order to achieve successful economic development. Regional councils are uniquely suited to carry out planning and implementation of these coordinated development activities. They are multijurisdictional, familiar with the depth and breadth of the demographics, and they are facilitators, convening the appropriate partners. The strategies they employ are essentially of two types: those based on the types of regions involved and those based on the types of development projects involved. This guidebook presents five case studies from across the country that represent the varied approaches being employed to foster multiregional economic development.

91. Museums and Economic Development: Partnerships for Prosperity

Author: Peggy Wireman

Organization: Wisconsin History Foundation, Madison, WI

Date: 1996

Project No.: 99-06-07356

NTIS No.: PB96-182019, A10 (\$44.00)

Key Words: local development, museums, tourism

This manual describes why museums should and how they most effectively can establish partnerships with those concerned with economic development in their communities. Museum officials and economic development practitioners will find the presentation thorough and practical. Examples from over twenty museums across the country show readers

what can be accomplished, how to do it, and opportunities and pitfalls using different approaches. Specific topics include demographic and economic trends, tourism, museum expenditures, the museum's role, product development to increase a museum's attractiveness to tourists, marketing, partnerships, events, and festivals. Appendix One contains an annotated bibliography with comments that include suggestions about who should read which publications. Appendix Three contains a collection of materials used by a museum in a particularly successful exhibit marketing effort. Museum trustees and volunteers, as well as economic development practitioners, will gain insights and understanding of the possibilities of museums in economic development.

92. A National Action Plan on Military Base Closings

Authors: Susan Golding and Edward Rendell

Organization: U.S. Conference of Mayors, Washington, DC

Date: 1995

Project No.: 99-06-07386

NTIS No.: PB2001-106388, A03 (\$23.00)
Also available from the grantee, 1620 Eye Street, NW, Washington, DC 20006. (202/293-7330)

Key Words: defense adjustment and conversion, military base conversion, reuse

This brief report contains recommendations from the Mayors' Task Force on Military Base Closings and Economic Adjustments to the President of the United States and the 104th Congress. These recommendations are the result of two meetings organized by the grantee and funded by EDA to assist mayors in preparing for the round of base closings scheduled to be announced in February 1995. Approximately 150 communities were represented at the two meetings.

The 20 recommendations include the following:

1. Speed and improve federal funding assistance to affected communities.
2. Streamline the process for transferring title and control of military base property to local governments.
3. Clearly define what constitutes a "reuse plan."
4. Qualify affected military bases for automatic consideration as enterprise zones.
5. Eliminate compliance requirements with duplicative state and federal environmental regulations.
6. Require the federal government to remove obsolete structures and fixtures on closed bases.
7. Address hazardous waste cleanup of bases.
8. Give consideration to local job creation.

93. National Executive Education Program for Native American Leadership

Author: not identified

Organization: Northern Arizona University, The Center for American Indian Economic Development, Flagstaff, AZ

Date: 1996

Project No.: 99-06-07366

NTIS No.: PB96-149158, A12 (\$51.00)
Also available from the grantee, attn: Ms. Joan Timeche. (928/523-7320)

Key Words: education, Indian reservations, Native Americans

The goals of this project were to support the work of the National Executive Education Program for Native American Leadership (NEEPNAL), to direct some of that work specifically toward tribal economic development planners, and to provide a small number of tribes with customized case study and workshop services. NEEPNAL is a joint project of the grantee and the Harvard Project on American Indian Economic Development at the John F. Kennedy School of Government at Harvard University. The program is intended to assist senior Indian leadership in addressing the difficult challenges involved in asserting tribal sovereignty and developing successful reservation economies.

NEEPNAL carried out four mini-workshops, two senior executive education workshops for EDA-funded development planners, and four case studies. The report is in two volumes: "Narrative Report and Supporting Documents" and "NEEPNAL Case Studies." The latter volume contains two of the four case studies carried out during the project. (The other two case studies are proprietary and are not for public dissemination.)

94. New Strategies for a Regional, Private Sector-Driven Approach to Modernizing the Manufacturing Base of New England

Authors: Brian R. Bosworth and Stuart A. Rosenfeld

Organization: Regional Technology Strategies, Inc. (RTS), Chapel Hill, NC

Date: 1995

Project No.: 99-06-07355

NTIS No.: PB95-226940, A03 (\$23.00)

Key Words: development strategies, industry clusters, manufacturing, New England, small and medium-size enterprises, technology

Also available from NAPA,
1120 G Street, NW, Suite 850,
Washington, DC 20005.
(202/347-3190)

This study explored the feasibility of new private-sector-guided initiatives to speed the modernization of small manufacturers in New England. Four work elements were involved: (1) analyze the most important industrial modernization problems facing small firms in New England and assess the feasibility of integrating public-sector industrial modernization programs into a regional approach, (2) assess the organizational alternatives for managing these initiatives, (3) conduct a workshop presenting findings and develop a consensus about specific program and organization approaches, and (4) formulate an action plan for establishing the organization and implementation of the program initiatives.

The following results were among those accomplished: (1) the above work was carried out, (2) an analysis of industrial change and development in New England was completed and is summarized in the report, (3) with RTS assistance, area institutions formed the New England Consortium of Community and Technical Colleges, and (4) RTS assisted in the establishment of the New England Suppliers Institute.

During the study period, there was a huge expansion of industrial modernization program capacity in New England. Most of this was stimulated by federal funding from NIST's Manufacturing Extension Program and DoD's Technology Reinvestment Program. During this same period, many community and technical colleges, which have been the more traditional deliverers of modernization help to smaller firms, strengthened their ability to design and deliver assistance. The authors conclude that it is neither feasible nor desirable to establish a single, private-sector-led, regional organization to guide industrial modernization in New England. However, it is both feasible and desirable to substantially strengthen the coordination among public and private modernization programs in the region. Private-sector leadership in these programs and in their regional coordination would be welcomed. The best way to stimulate private-sector leadership seems to be in multistate groupings of firms by clusters or sectors.

95. A Path to Smarter Economic Development: Reassessing the Federal Role

Authors: Richard L. Thornburgh, DeWitt John, and others

Organization: National Academy of Public Administration (NAPA), Washington, DC

Date: 1996

Project No.: 99-06-07395 and -07395.1

NTIS No.: PB97-159206, A06 (\$29.50)

Key Words: development policies, federal role in development, regional development, state development

Over the past thirty years, federal agencies have invested hundreds of billions of dollars to help states and communities create jobs and economic opportunities. Severe pressures on the federal budget and new economic challenges are causing members of Congress, citizens, and economic development professionals to assess the best future role of the federal government in economic development activities.

This report of a panel of experts, headed by former Pennsylvania governor Richard Thornburgh, recommends a rethinking of the basic premises for federal economic development at the local, state, and regional levels. It offers a coherent and practical view of how our national government could organize and carry out genuinely effective development assistance to regions, states, and communities. The panel met over the course of a year, interviewed economic development experts and federal officials, and closely examined eight communities for insights into what works and why. The panel's report concludes with ten specific recommendations for improving economic development programs and practices. Included among the ten, the federal government should do the following:

1. Act to reduce the economic losses resulting from unrestrained bidding wars by states and localities to recruit or retain businesses.
2. Give states and communities incentives to design and implement effective regional or interjurisdictional development strategies.
3. Reduce the fragmentation of the federal economic development effort.
4. Encourage states and localities to stimulate links among businesses to enhance overall economic performance.

96. Performance Measures for EDA Planning and Local Technical Assistance Programs

Author: Edward J. Blakely, University of Southern California

Organization: Applied Development Economics, Berkeley and Sacramento, CA

Date: 1998

Project No.: 99-06-07429

NTIS No.: PB2001-107604, A06 (\$29.50)

Key Words: benchmarking, development planning, performance measure-

ment, program evaluation, technical assistance

This study examined possible performance measures for EDA planning and local technical assistance programs. Measures are recommended for three EDA planning programs: 301(b) Planning Grants for Economic Development Districts (EDDs), 301(b) Planning Grants for Indian Tribes, and 302(a) Planning Grants for States and Urban Areas. No measures are recommended for 301(a) Local Technical Assistance (TA) Grants.

The report begins with background on the purpose of planning performance measures and a description of the project methodology. Then measures are described for the three planning programs. Those for EDD grantees include economic development partnerships, outreach and technical assistance activities, economic development investment, planning accomplishments, District participation, job creation, and priority activities. Measures for Indian tribe grantees include most of the above plus internal capacity-building activities and tribal participation. Those for state and urban grantees are similar to the EDD measures. Due to the short duration and great diversity of local TA grants, the authors recommend that EDA not adopt performance measures for that program. Rather, they recommend that local TA project records be used to conduct periodic evaluations of those activities.

97. Performance Monitoring: Achieving Excellence in Economic Development

Authors: Shari Garmise and others

Organization: Council for Urban Economic Development (CUED), Washington, DC, assisted by Deloitte & Touche and Greater London Enterprise

Date: 1999

Project No.: 99-06-07410

NTIS No.: PB2001-107629, A07 (\$33.00)
Also available from CUED (now IEDC), 734 15th St., NW, Suite 900, Washington, DC 20005. (202/223-7800)

Key Words: benchmarking, development finance, enterprise zones, infrastructure, neighborhood revitalization, performance measurement, program evaluation, workforce training

This report seeks to help economic developers understand the potential of using performance monitoring to im-

prove program effectiveness. It is a companion volume to *Benchmarking Practices to Achieve Customer Driven Economic Development* (1996). In that first volume, trends in performance monitoring in six economic development programs were documented: (1) business attraction, (2) business retention and expansion, (3) technology transfer, (4) business incubators and research parks, (5) downtown development, and (6) export assistance.

This report looks at trends in performance monitoring in six additional program areas: (1) infrastructure, (2) neighborhood revitalization, (3) citywide and metropolitan economic strategies, (4) economic development finance, (5) workforce training, and (6) federal empowerment zones and enterprise communities and state enterprise zones. Each chapter includes a discussion of (1) the program area and its importance to economic development, (2) performance measures used to monitor programs, plus examples of good practice, (3) case studies, and (4) trends, issues, and limitations in the use of performance measures.

98. Public Works Program: Multiplier and Employment-Generating Effects

Authors: Robert W. Burchell, M. Henry Robison, and Andrew F. Haughwout,

Organization: Rutgers University, New Brunswick, NJ, assisted by Economic Modeling Specialists, Inc. and Princeton University

Date: 1998

Project No.: 99-06-07415

NTIS No.: PB98-145295, A15 (\$58.00),
Also available from EDA Web site.

Key Words: EDA program evaluations, EDA Public Works Program, industrial parks, infrastructure, job creation, job retention, performance measurement, public works

This is a study of the job-producing results of public works investments. It employs nearly 200 input-output and regression analyses to document the effects of EDA public works projects on the employment growth of their host counties. Comparisons are made to counties having no EDA projects. Both the input-output and regression analyses seek to answer similar questions—do public works projects produce attributable permanent jobs in their host counties? And do the resulting jobs, in turn, produce other jobs?

The two econometric techniques used in the study may be unfamiliar to nonspecialist readers. However, in both the input-output and the regression analysis parts of the report, the problem and the analytical technique are first introduced

in relatively nontechnical terms. Next, the analytical procedures and findings are described in full technical detail. Finally, the conclusions drawn from the findings are presented, again in relatively nontechnical terms. Thus, all information is available to the technical specialist, but the layman can read the introductory and concluding material and gain the full implications of the analysis.

The input-output analysis findings of the report quantify the ability of EDA-funded direct permanent employment and private-sector investment to produce indirect and induced permanent employment and private-sector investment in project-host counties. In other words, what are the employment and investment multiplier effects? The analysis produced a median employment multiplier of 1.50 and a median investment multiplier of 1.44. Thus, if a typical EDA public works project creates 200 direct permanent jobs and \$6 million in direct private-sector investment, an additional 100 indirect and induced jobs and \$2.64 million of indirect and induced investment are also created. Employment multipliers are very uniform across five different project categories. Variation is larger among the investment multipliers across project categories, with buildings having the highest values.

The regression analysis findings test the cause-and-effect relationship between EDA public works projects and the creation of permanent jobs and higher wages in host counties. Employment growth and payroll data are from the Census Bureau's annual County Business Patterns. The regressions statistically explain between 80 and 85 percent of the variation in county employment and 70 percent of the variation in wage levels.

Findings from the regression analysis include the following:

1. EDA public works projects are positively correlated with county employment growth at the 99 percent confidence level; that is, EDA public works investments do, in fact, create jobs.

2. The jobs created by EDA public works projects are relatively inexpensive, with estimated median costs ranging from \$715 to \$1,359 per job, within a 95 percent confidence interval.

3. These findings mean that firms react to EDA public works grants by expanding employment and output. In other words, firms are more productive in places where EDA invests than they are without the benefit of EDA funds, other factors remaining equal.

4. Despite its small size, the EDA Public Works Program is a significant (in both a statistical and numerical sense) contributor to the productive capacity of the country as a whole.

5. Although there is no statistically discernible effect of EDA activity on county employee compensation levels, the additional jobs, income, and tax base in host counties makes them better off than similar counties where EDA activity is not taking place.

99. Public Works Program: Performance Evaluation

Authors: Robert W. Burchell, Louis J. Pignataro, F.H. Griffis, John Epling, Andrew F. Haughwout, David Varady, Johanna Looye, and others

Organization: Rutgers University, New Brunswick, NJ, assisted by New Jersey Institute of Technology, Columbia University, National Association of Regional Councils, Princeton University, and University of Cincinnati

Date: 1997

Project No.: 99-06-07415

NTIS No.: Full Report: PB97-175434, A15 (\$58.00); Summary Report: PB97-196190, A04 (\$25.50)
Also available from EDA Web site.

Key Words: EDA program evaluations, EDA Public Works Program, industrial parks, infrastructure, performance measurement, public works

This report is an evaluation of 203 EDA Public Works Program projects that received their last payment during FY 1990. Some projects were actually completed a little before or after that period, but most had been established for about six years at the time of this research. The evaluation uses EDA-developed performance measures that primarily consider numbers and types of jobs created or retained and amounts of private- and public-sector funds leveraged.

Most of the projects constructed water/sewer lines (43 percent) or industrial parks (29 percent). The remainder were for other buildings (13 percent), roads (8 percent), or marine/tourism facilities (6 percent). EDA's grants spanned a wide monetary range, with the median value of \$660,557. Projects were funded in nearly every state and in all six of EDA's administrative regions. The great majority (91 percent) were completed on time, and most (52 percent) were completed under budget.

Direct, project impacts included the following:

1. Nearly all (96 percent) produced permanent jobs six years after completion.

2. Almost as many (84 percent) leveraged private-sector investment over the period.

3. The median project produced 327 direct permanent jobs for every million dollars of EDA investment. Thus, the median cost per job created or retained was \$3,058 in EDA funds. The total cost (from all sources, including EDA) was \$4,857 per job.

4. For every million dollars of EDA funding, about \$10 million of private-sector investment and another million dollars in public funds were leveraged.

About a third of all projects produced jobs that were directly or indirectly related to the EDA project or its employment. Of these projects, each million dollars of EDA funding generated about 114 additional jobs and over \$1.3 million in additional private investment. Other than cases where the project was tax exempt, EDA's projects increased the local tax base by about \$10 million for each million dollars of EDA funding.

Public works projects' economic impacts are found to generally increase over time. Twice as many jobs were counted six years after completion as were present just after completion. Finally, the evaluators found that EDA's grant is often the first source of funding and is the crucial catalyst for other sources of funding. Thus, jobs and private investment have occurred in many areas that would not have experienced improvement without EDA's involvement.

100. Q&A about Rural Tourism Development

Editors: Barbara Koth, Glenn Kreag, and Matthew Robinson

Organization: Minnesota Extension Service, University of Minnesota, St. Paul, MN

Date: 1993

Project No.: 99-06-07361

NTIS No.: PB95-210100, A06 (\$29.50)

Key Words: rural development, tourism

As part of its involvement with a national project on rural tourism, the University of Minnesota's Tourism Center developed an educational package and produced a national teleconference on rural tourism development, "Turn It Around with Tourism." That teleconference provided an opportunity for people across the country to learn about rural tourism development and to ask questions about issues and problems they faced in their communities. There were over 100 questions raised. From feedback and field work, the editors found that the same questions that came up repeatedly at the teleconference continue to be the key tourism development issues at the community level today.

This publication is a compilation of questions raised by that teleconference, and answers to them by tourism industry professionals. The 60 expert contributors are from universities, small towns, businesses, trade associations, and federal agencies, or are private consultants. The contributors are located throughout the United States, Canada, and England, and were selected based on referrals from the project planning committee in an attempt to match topic and expertise. The 68 questions in this book are divided into seven sections: (1) community involvement, (2) politics and tourism, (3) com-

munity tourism planning and development, (4) attractions, (5) businesses and services, (6) funding, and (7) marketing.

101. Real Estate Redevelopment and Reuse: An Economic Development Practitioner's Guide

Authors: Ed Gilliland, Larisa Ortiz, and Shari Garmise

Organization: Council for Urban Economic Development, Washington, DC

Date: 2000

Project No.: 99-06-07428

NTIS No.: PB2001-107598, A13 (\$54.00)

Key Words: development practice, environment, redevelopment, reuse, sustainable development, urban development

The vacant buildings and lots that dot the urban landscape represent both challenges and opportunities. Even as developers eye vacant and older buildings for their reuse potential, there exists an enormous surplus of industrial space in the United States, with potential negative impacts on neighborhoods. Both redevelopment and reuse involve taking underused property to a higher, more productive use, but the former refers to demolition and new construction and the latter refers to renovation and rehabilitation.

The purpose of this report is twofold. First, it serves as a redevelopment/reuse guide for economic development professionals, describing (a) ways to determine viable new uses for older buildings and sites, (b) how to facilitate broad-scale redevelopment, and (c) where and how to obtain public funding. Second, it attempts to highlight property redevelopment/reuse in economically distressed neighborhoods. Trends were discerned through interviews and a survey of participants in 57 projects across the country, selected to represent a broad range of redevelopment/reuse options. The report emphasizes the predevelopment stage rather than construction and property management, because the role of the economic development practitioner occurs primarily during predevelopment activities.

102. Reclaiming the Land: Successful CDC Brownfield Redevelopment Projects

Author: not identified

Organization: National Congress for Community Economic Development (NCCED), Washington, DC

Date: 1999

Project No.: 99-06-07423
NTIS Nos.: PB2001-107588, A05 (\$27.00)
 Also available from NCCED,
 1030 15th Street, NW, Suite 325,
 Washington, DC 20005,
 (202/289-9020).
Key Words: brownfields, community develop-
 ment corporations, environment,
 reuse, sustainable development

A major problem facing many U.S. inner cities is the abundance of abandoned industrial properties. The General Accounting Office estimates that there are anywhere from 130,000 to 425,000 vacant industrial properties across the country. Many of these sites are classified as brownfields by the Environmental Protection Agency (EPA). According to the EPA, a brownfield site has “actual or perceived contamination and an active potential for redevelopment or reuse.” Frequently, these sites are located close to lower income communities, where the lack of jobs is a major problem. Brownfield conditions were the most frequently cited environmental impediment to redevelopment by the federally designated Empowerment Zones and Enterprise Communities. Therefore, this problem of abandoned properties offers the potential for community and economic revitalization if these contaminated sites can be cleaned up and used for purposes that meet community needs.

The purpose of this report is to examine some projects where brownfield sites have been redeveloped or are being developed by community development corporations (CDCs). Although there are other excellent case study books from the perspective of local governments, this is the first time that a case study report has been written with a focus on CDC projects on brownfield sites—with rural as well as urban examples. CDCs are familiar with the process of developing housing and many are familiar with the process of commercial or industrial development. However, due to the environmental issues associated with brownfield sites, additional steps are involved. Redevelopment of brownfield sites involves seven major components: community readiness, site selection, buyer/site match, environmental assessment and strategies, financing, negotiating, and project implementation. To illustrate this brownfield redevelopment process and its variation, 15 cases from across the country are examined.

103. Re-Engineering Local Economic Development to Integrate Global and Technological Change

Authors: James Breagy and Kenneth E. Poole
Organization: National Council for Urban Economic Development (CUED), Washington, DC

Date: 1995
Project No.: 99-06-07367
NTIS No.: PB95-242442, A08 (\$36.00)
 Also available from CUED
 (now IEDC), 734 15th St., NW,
 Suite 900, Washington, DC 20005.
 (202/223-7800)
Key Words: competitiveness, development strategies, export promotion, exports, international trade, local development, technology transfer

This report is based on a series of six practitioner exchange visits undertaken by CUED during mid-1994 with representatives of local and regional economic development entities and officials of various national agencies.

Over the past several years, changing international and domestic forces have profoundly affected the practice of local and regional economic development. The number of issues that are involved in—and often crucial to—local and regional development is growing and is challenging the resources of the public and private organizations that foster economic progress. In today’s global marketplace, viable local and regional economies depend on the formation and expansion of firms whose products and services are of high quality and competitive in both home and foreign markets. As sources of services and advice for local and regional economies, public and private economic development organizations and their allies must be able to deliver useful assistance to their customers—client firms that are working to survive, expand, and create long-term jobs. This is an enormous task for any local or regional economic development organization.

Collaboration is the key to local and regional economic development success. The range of services needed requires the alliance of public and private specialty organizations. The emerging role of development organizations is to orchestrate and integrate these services, avoid their duplication, and provide the best resources to client firms. This report suggests an organizational form for a customer-oriented system for delivering services through subsystems of collaborating organizations. Major topics covered in the report include export promotion, technology transfer, and economic development innovations.

104. Responses of Small and Disadvantaged Businesses to Defense Downsizing in New Mexico

Authors: Maria Jimenez, Armando Gutierrez, Laura Barberena, and Rosa Lopez-Gaston
Organization: Cibola Communications, Inc.

Albuquerque, NM
Date: 1998
Project No.: 99-06-07406
NTIS Nos.: PB2001-107637, A07 (\$33.00)
Key Words: defense adjustment and conversion, New Mexico, small businesses

In 1994, the Department of Defense announced that New Mexico would experience a number of defense-related cutbacks over the next few years. Many businesses have already been affected by such cuts, particularly those that had been created specifically and solely to serve Kirtland Air Force Base, The Department of Energy Albuquerque Office, or the Department of Energy National Laboratories, Sandia and Los Alamos.

This study examines the responses of small and disadvantaged businesses to defense cuts. Interviews were conducted with defense vendors, failed-business owners, nondefense vendors, professional business association executives, and state and federal program representatives. Results indicated that although some of the efforts made by these business owners have been effective, the owners are still finding it difficult to survive. Many of the owners lack the skills, knowledge, or funding to effectively develop and market their products or services to the nondefense private sector. The feedback obtained from the interviews was used to formulate recommendations to help small and disadvantaged companies successfully shift their business focus from the defense industry to the nondefense private sector and assist laid-off and dislocated employees prepare to reenter the workforce.

Defense downsizing in New Mexico is expected to continue. Through their series of interviews to assess and evaluate the typical experiences and responses of small and disadvantaged businesses, the authors believe they have developed an array of strategies that can help those former defense vendors emerge as successful private-sector participants.

105. Reuse Strategies for Military Base Conversions: Main Report or Summary Report

Authors: François C.D. Vigier and Edward Robbins
Organization: Harvard University, Graduate School of Design, Cambridge, MA
Date: 1996
Project No.: 99-06-07374
NTIS Nos.: Main Report: PB98-117963, A09 (\$41.00); Summary Report: PB97-166706, A03 (\$23.00)

Key Words: defense adjustment and conversion, military base conversion, reuse

This report and its much shorter summary version present case studies of the strategies used by state and local governments in addressing the closure of the Boston Naval Shipyard and Fort Devens in Massachusetts, Griffiss Air Force Base in Rome, New York, and the Charleston Naval Complex in South Carolina. They evaluate local responses to closure and provides an insight into typical issues that communities must address when faced with a base closure or realignment. The report and its summary identify some problems in the current base closure process and make recommendations about the following: (1) Environmental Issues, (2) Local Response to the Base Realignment and Closure Process, (3) The Base and the Community in the Local and Regional Economies, and (4) Defining Reuse Issues.

106. Securitization Project Final Report

Author: Michael Blumfield
Organization: Community Reinvestment Fund, Inc., Minneapolis, MN, assisted by Larry Malone, Arlington VA
Date: 2001
Project No.: 99-06-07448
NTIS No.: PB2001-106206, A04 (\$25.50)
 Also available from EDA.
Key Words: capital markets, development finance, innovative finance, revolving loan funds, securitization

Community Reinvestment Fund (CRF) used several tactics to encourage revolving loan funds (RLFs) that had received EDA grants to participate in this securitization pilot project, including direct mailings, phone calls, and e-mails. Generally, the project worked as anticipated. Some sellers who were expected to participate did not, but others who were not expected to participate sold loans. Still other RLFs either did business with CRF or planned to do so in the future using other transaction structures. As part of its marketing efforts, CRF staff stressed the flexibility and ease of selling loans to CRF and the assurance of receiving cash in return for loan sales. CRF gave the RLFs the option of retaining servicing of the loans or transferring that function to CRF. Regardless of total transactions executed, the demonstration project allowed CRF to inform many economic development organizations of the benefit of secondary market sales.

CRF believes that there are several ways in which EDA can enhance future RLF participation in the secondary market. Among these are (1) more publicity regarding the possibility of selling loans, (2) ensuring that all EDA representatives are fully informed and supportive of the program, (3)

exploring what objections lenders may have to the EDA program in terms of restrictions and reporting requirements, (4) considering other structures for accessing the secondary market, and (5) modifying EDA reporting forms to reflect the possibility of loan sales.

This is one of four reports on projects demonstrating the feasibility of RLF loan securitization completed for EDA in 2001.

107. Select Practices for Economic Development: EDA University Centers

Authors: Tom McClure and others
Organization: National Association of Management and Technical Assistance Centers, Cullowhee, NC
Date: 1998
Project No.: 99-06-07418
NTIS Nos.: PB99-128167, A08 (\$36.00)
 Also available from EDA
Key Words: EDA program evaluations, EDA University Center Program, technical assistance, universities and colleges, university centers

The EDA University Center Program is unique because it stands at the primary bridge between the critical technologies, research and expertise of American colleges and universities, and the towns and businesses that benefit from the application of these economic development-related resources. Funded by EDA, with substantial matching funds from state, local, and private resources, University Centers provide high-value economic development and technology transfer services to urban and rural communities and businesses. University Centers identify specific economic development needs in their respective states and then work to meet those needs through various forms of technical assistance and applied research. There are 68 Centers in the United States. Successful economic development models created by the Centers often become self-sufficient programs. Results of these successful programs and projects are disseminated to assist other Centers in helping their own clients. This publication is one such method to highlight and disseminate best practices of the centers.

The practices contained in the report are from a multi-step peer review process of 1997–98 managed by the grantee. The report is divided into two major sections: In the first section, model practices are highlighted and feature practices of service-area coverage, innovative service delivery, use of advisory boards, and the involvement of faculty and students. The practices are discussed in detail and then specific model practices are identified. Each practice is keyed with a practice number that can be used to reference listings in the second

section. The second section contains all of the two-page select practice write-ups for the 48 University Centers participating in this endeavor.

108. State and Local Economic Development Strategy Summit

Editor: Lee W. Munnich, Jr.
Organization: University of Minnesota, Hubert H. Humphrey Institute of Public Affairs, Minneapolis, MN
Date: 1995
Project No.: 99-06-07368
NTIS No.: PB95-255949, A05 (\$27.00)
Key Words: benchmarking, development planning, development policy, development strategies, local development, performance measurement, program evaluation, regional development, state development

This volume is the proceedings of a two-day strategy summit held at the University of Minnesota's Humphrey Institute in Minneapolis in December 1992. The session brought together over 100 economic development leaders, legislators, academic and policy researchers, and business executives from 26 states and one Canadian province. The summit had four goals: (1) to explore "state of the art" ideas in economic development, (2) to debate the important issues related to economic development policies, (3) to explore new directions for state and local government in economic development, and (4) to provide input to the federal government in keeping with the above goals.

Five panels explored the following questions:

1. Is state and local economic development policy a zero-sum game?
2. Can states be effective in the international arena?
3. How can states be effective in the uncertain environment of regional economic transformation?
4. Are economic development programs being evaluated for their effectiveness?
5. What are "third-wave" economic development strategies and will they work?

Third-wave strategies focus on how economic development programs and services are delivered. They attempt to leverage state resources by emphasizing facilitation rather than direct provision of services—a wholesaling function rather than a retailing one. They set specific goals for the overall economy, identify places where the marketplace is failing to provide needed services or capital, and play a catalytic role in filling those market gaps.

The summit concluded with a roundtable discussion of these issues and recommendations on where to go from here

by audience members. The report recommends a new federal-state-local partnership that includes the following elements: (1) a national vision on economic development policy, (2) state and local economic development policies that focus on productivity enhancements and discourage the transfer of benefits at public cost from one place to another, (3) more evaluation of economic development programs, (4) improved collection and dissemination of economic information, (5) cross-boundary regional alliances to improve global competitiveness, (6) more federal support of science and technology, (7) refocused labor force training programs, (8) a market-driven approach to economic development through continuous involvement of business, and (8) experiments, monitoring, and assessment of third wave economic development programs.

109. Strategic Planning for Economic Development: Moving Beyond the Overall Economic Development Program

Authors: Brian Dabson and others

Organization: Corporation for Enterprise Development, Washington, DC, assisted by Regional Technology Strategies, Inc. and InterGovernmental Management Associates

Date: 1998

Project No.: 99-06-07429

NTIS No.: PB99-128183, A06 (\$29.50)
Also available from EDA Web site.

Key Words: Comprehensive Economic Development Strategies (CEDs), development planning, development practice, development strategies, EDA Planning Program, Overall Economic Development Programs (OEDP), strategic planning

This report is the outcome of an extensive collaborative process, and, as such, many people have helped shape the findings and recommendations. Besides the seven members of the grantee's project team, the study depended upon the crucial input of an advisory committee consisting of about three dozen economic development professionals from throughout EDA and officials from national organizations of economic development agencies and practitioners. The grantee's objectives were to review, evaluate, and make recommendations on EDA's Overall Economic Development Program (OEDP), in order to increase the benefits of the regional planning process and to enhance economic development capacity at the local level. After a year of interviews, surveys, focus groups, meet-

ings, and presentations, the authors developed eleven recommendations in three areas: guidelines, relationships, and capacity building. As the project concluded, the Economic Development Administration Reform Act of 1998 was passed by congress and signed by the president. EDA now has a significant opportunity to use this report and the new Act to revitalize its local planning program. A few of the recommendations are summarized below:

Guidelines — Practitioners across the country agreed on the need for EDA to update its guidelines for economic development planning. EDA should "simplify and clarify," keeping flexibility, removing unneeded requirements, and being clear about expectations and outcomes. The term OEDP should be changed to "comprehensive economic development strategy." The existing three sets of guidelines for districts, tribal organizations, and redevelopment areas should be replaced by a single set of guidelines.

Relationships — Effective strategic economic development planning requires the active involvement of the private and nonprofit sectors and all levels of government. EDA should promote private-sector participation through outreach to national representative organizations. EDA should take the initiative to explore opportunities for greater integration of local and regional planning requirements imposed by other federal departments and agencies.

Capacity Building — To ensure that no local or regional planning entities are left behind in the new challenging planning environment, EDA should foster investment in capacity building among planning grantees, their boards, and regional EDA staff. A first step is to increase the size of planning grants to districts and tribal organizations. Another is to enhance the corps of Economic Development Representatives and the capabilities of University Centers to better provide support to the districts and tribal organizations.

110. A Strategy to Increase Economic Development by Providing a Source of RLF Recapitalization from the Capital Markets through the Utilization of Private Securitizations

Author: Laurence B. Richardson, II

Organization: Alex. Brown & Sons, Baltimore, MD

Date: 1996

Project No.: 99-06-07405

NTIS No.: PB96-189923, A07 (\$33.00)

Key Words: development finance, development strategies, revolving loan funds, securitization

This report is a primer on the securitization of loans and the capital markets. It explores the application of these

principles to the economic development loans made by revolving loan funds (RLFs) sponsored by various federal and state agencies. Recommendations are made regarding enhancements that could be instituted in the RLF programs in general, and specifically regarding accessing the institutional investment market to provide recapitalization of the RLFs through the securitization of existing and future economic development loans. A plan is developed for the implementation of a securitization/recapitalization program for RLFs desiring to become less dependent on appropriations for their funding needs. In connection with this report, the EDA RLF system, in particular, was studied. However, the conclusions reached have general applicability for all RLFs involved in economic development lending.

lowing: (1) establish a national urban manufacturing policy agenda, (2) expand the availability of enterprise zone funding, (3) establish specific standards for the environmental cleanup of industrial properties, (4) encourage the use of local partners, such as utilities, to expand the urban manufacturing base, and (5) develop training and education programs for urban workers—particularly inner-city residents—for modern manufacturing operations.

111. Urban Manufacturing: Dilemma or Opportunity?

Editor: Jenny Murphy

Organization: National Council for Urban
Economic Development (CUED),
Washington, DC

Date: 1994

Project No.: 99-06-07340

NTIS No.: PB95-227344, A05 (\$27.00)
Also available from CUED
(now IEDC), 734 15th St., NW,
Suite 900, Washington, DC 20005.
(202/223-7800)

Key Words: manufacturing, redevelopment,
sustainable development, urban
development

EDA and CUED sponsored a day-long forum in June 1993 to discuss the issues associated with stemming the decline of manufacturing in cities. The purpose was to help economic development practitioners better understand strategies used to overcome the barriers to the reuse of urban industrial sites and the retention of manufacturing in the country's urban core. Economic developers must deal with such impediments as the lack of available industrial facilities and space that meet the needs of high performance companies. At the same time, many older cities have numerous abandoned industrial sites that could be redeveloped for modern manufacturing. Other problems include environmental contamination and unskilled workers.

This report describes the strategies that cities, both large and small, are using to overcome the barriers to manufacturing in urban areas. Whereas many cities face a dilemma in keeping their manufacturing job and tax base, there are clear opportunities as well. The EDA-CUED forum's panelists make a number of recommendations, including the fol-

Local Technical Assistance Reports:

112. EDA Tribal Planners Conference

Author: John Beheler
Organization: United Tribes Technical College, Bismarck, ND
Date: 2001
Project No.: 05-06-03532
NTIS No.: PB2001-107632, A03 (\$23.00)
Key Words: development planning, development practice, Indian reservations, Native Americans

United Tribes Technical College (UTTC) hosted a two-day conference for tribal planners in Bismarck, North Dakota, February 27–28, 2001. EDA tribal and university center grantees and other development practitioners attended from the states of North Dakota, South Dakota, Montana, Wyoming, Colorado, Nebraska, and Utah. The conference was held to discuss strategies for improving service delivery practices for Indian country and tribal planners. Conference attendance exceeded expectations, with about 90 percent of EDA-funded tribal planners participating. Other tribal planners were also in attendance to learn about the benefits of partnering for economic development. The conference allowed tribal planners to meet with regional council and EDA Denver Regional Office representatives regarding resources and grantee guidelines. The materials contained in this brief conference report will be useful to those considering holding a similar meeting. They include the project expenditure report, the conference scope of work, a press release, and the registration packet, including a detailed agenda.

113. Employment Impact of Inner-City Development Projects: The Case of Underground Atlanta

Authors: Julie L. Hotchkiss and David L. Sjoquist
Organization: Georgia State University, Atlanta, GA
Date: 1996
Project No.: 04-06-04072

NTIS No.: PB97-104459, A04 (\$25.50)
Key Words: black unemployment, downtown development, employment barriers, inner cities, urban development

This study uses a unique data set to explore a number of issues related to the impact of inner-city development projects on the employment barriers of inner-city residents. The data are on 2,603 job applications and 326 eventual hirees from a development-specific, free-of-charge job placement service. The roles of information access, physical distance, social distance, and neighborhood influences are examined. The authors find that informational and neighborhood barriers can be overcome through direct recruitment of inner-city residents for jobs. Physical distance doesn't appear to present much of a barrier (once other factors are controlled for), and social distance is not an issue because the development project in this study is located in the inner city of Atlanta, where the majority of the population is black. The authors also find that whereas inner-city residents can be encouraged to apply for newly created jobs, they remain less likely to be hired than nonresidents of the inner city. Thus, inner-city development projects alone cannot solve the employment problems of the inner city. In addition, the authors tentatively conclude that the representation of Atlanta residents in jobs at this development does not erode over time.

114. Ethanol Plant Feasibility Study for the Lower Kaskaskia River Valley Corn Wet Milling Facility

Authors: Stanley Consultants, Muscatine, IA
Organization: Southwestern Illinois Resource Conservation & Development, Inc. Mascoutah, IL
Date: 1998
Project No.: 06-06-02808
NTIS No.: PB99-122921, A07 (\$33.00)
Key Words: agriculture, corn, energy, environment, ethanol, fuels, Illinois

This feasibility study grew out of a need identified by various agencies and organizations as early as 1987. Thirteen local organizations joined EDA in funding the study—an investigation of the suitability of locating a corn wet milling facility in the lower Kaskaskia River Valley. The hypothetical plant would use 108,000 bushels of corn per day to produce fuel ethanol. A study plant configuration was established in order to estimate utility—especially electricity and natural gas—and infrastructure requirements. A typical site plan was also developed. Common site issues, such as interstate, rail,

and river access, were examined for the target facility. Corn production and potential co-product markets were also identified. For a facility of this size, local corn will have to be supplemented with grain from other corn producing regions. New water supply and waste water treatment systems will be needed for any of the sites investigated.

Twelve potential sites or site areas were identified in the two and one-half county area included in this study: Mon-roe, Randolph, and southern St. Clair counties. The study's site-rating process resulted in the selection of four representative sites: Baldwin West, Evansville, Mascoutah/New Baden, and Sparta.

115. Export Marketing Study: City of Vineland, New Jersey

Authors: Arthur Andersen LLP
New York, NY

Organization: City of Vineland, NJ

Date: 1997

Project No.: 01-06-03537

NTIS No.: PB98-117112, A06 (\$29.50)

Key Words: exports, marketing, New Jersey

U.S. merchandise exports increased nearly 140 percent between 1987 and 1995. This growth was fueled by demand from traditional trading partners and from new markets. For U.S. businesses, the changing patterns of trade represent new opportunities—but in a context of increased competition. During the 1987–95 period, all 50 states increased their export sales. New Jersey's exports increased by \$10.7 billion, and by 1995 the state ranked ninth with export sales of \$18.4 billion. The largest foreign destination share—18 percent—goes to Canada. The second and third largest shares go to Japan (9 percent) and Korea (7 percent). New Jersey's export mix consists overwhelmingly (93 percent) of manufactured products: chemicals, electric and electronic equipment, industrial equipment and machinery, transportation equipment, scientific instruments, and food products.

About 100 Vineland-based businesses were surveyed about their export markets. Among many other findings, the survey found that (1) 63 percent of responding firms indicated that they were currently exporting, (2) between 1994 and 1996, Vineland exports increased from 8 to 12 percent of total sales, (3) most Vineland exports went to Canada (40 percent), Europe (26 percent), and the Asia-Pacific region (16 percent). The comprehensive report makes recommendations for Vineland and describes success stories of four similar communities.

116. Feasibility Study: Alfalfa Leaf Meal as a Value-Added Crop and Alfalfa Stems as Biomass Fuel

Authors: Alan Gray and Dennis Kaan,
College of Agriculture,
University of Wyoming

Organization: Fremont County Association of
Governments, Riverton, WY

Date: 1996

Project No.: 05-06-02738

NTIS No.: PB97-105548, A03 (\$23.00)

Key Words: agriculture, alfalfa, energy, environment, sustainable development

The grantee recognizes the importance of alfalfa production to agricultural economies in the western United States. With this grant, it secured the assistance of experts at the University of Wyoming to explore alternative uses for and, thus, ways to add value to alfalfa. The study was prompted by periodic unstable demand and price fluctuations for hay. The agricultural infrastructure and expertise for producing alfalfa is well established in the Western U.S. Alfalfa is a well-adapted, environmentally friendly crop which avoids a large fertilizer subsidy by fixing atmospheric nitrogen into a form utilized for plant growth. Leaf-stem fractions were evaluated for forage quality, biofuel energy content, and co-product yield due to separation procedure. The feasibility of conducting alfalfa leaf-stem separations in both stationary and mobile plants was considered on the basis of three factors: (1) price received for each fraction, (2) cost of the hay to be processed, and (3) cost of processing the hay. Both stationary and mobile separation plants showed positive net income potentials. Alfalfa stem pellets could be marketed at appreciably lower cost than equivalent wood pellets for use in wood stoves. The authors recommend that sufficient quantities of high-quality alfalfa leaf meal be produced and tested for evaluation in dairy, beef, aquaculture, poultry, and swine rations.

117. Flood Recovery Final Report

Author: Mary Minnick-Daniels

Organization: Mid-Minnesota Development
Commission, Willmar, MN

Date: 1995

Project Nos.: 06-06-61001 and -61001.1

NTIS No.: PB97-106645, A06 (\$29.50)

Key Words: disaster recovery, floods, Midwest
Flood of 1993, Minnesota, natural
disasters

This document summarizes the 1993 flood recovery efforts of the Mid-Minnesota Development Commission (MMDC). MMDC's region contains Kandiyohi, McLeod,

Meeker, and Renville Counties. All four counties received a presidential and agricultural disaster declaration in 1993. The 1993 flood season began in early May and continued through-out the summer causing damage to infrastructure, homes, businesses, and agricultural crops. Much of the region is dependent on the strength of the agricultural sector, so the subsequent reduction in farm income had a devastating economic impact on local businesses, primarily those directly tied to agriculture such as grain elevators, implement dealers, and grain transporters. MMDC hired a Flood Recovery Coordinator in November 1993. The Coordinator developed a Flood Recovery Needs Assessment with goals, strategies, and project priorities tailored to the region and its economy. This report describes the impact of the flood and explains the recovery planning process. The recovery process is dynamic and ongoing.

118. Hopi Tourism Marketing and Feasibility Study

Author: Pat Schroeder (Practical Solutions, Inc.)

Organization: The Hopi Tribe, Hopi Indian Reservation, Kykotsmovi, AZ

Date: 2001

Project No.: 07-06-03992

NTIS No.: PB2001-107636, A06 (\$29.50)

Key Words: Arizona, Hopi Tribe, Indian reservations, marketing, Native Americans, tourism

The Hopi Tribe has twin long-range goals of self-determination and self-sufficiency. Consistent with these goals are the tribe's principles of preservation, conservation, protection, and effective use of cultural and natural resources, and the provision of quality human services. The tribe has identified tourism as an important economic sector that affects the tribe, its villages, and its individuals through such activities as arts and crafts sales and sales of lodging and eating services. The reservation's perennial high unemployment rate encourages the need to effectively manage visitor activity to increase the Hopi Tribe's revenue and employment.

Over the past decade, many reports have analyzed and set goals for the tourism industry on the Hopi Reservation. While there are common themes that run through these documents, there are also conflicting assumptions and recommendations. This study brings together the common thoughts of the earlier reports, provides a current description of visitors to the Hopi Reservation, and identifies existing and potential visitor-product offerings, matching them with target-market groups for tourism promotion. The study is intended to be the foundation for a reservation-wide tourism program for the Hopi Tribe and its properties.

119. Joliet Army Ammunition Plant: Preliminary Redevelopment Plan

Authors: Base Transition and Development Services Consultant Team

Organization: Joliet/Will County Center for Economic Development, Joliet, IL

Date: 1995

Project No.: 06-06-02694

NTIS No.: PB97-105423, A08 (\$36.00)

Key Words: defense adjustment and conversion, military base conversion, reuse

In 1993, the Joliet Army Arsenal was formally declared excess to Army needs. The local communities, under the organization of the Joliet Arsenal Citizen Planning Commission (JACPC), undertook the responsibility of planning for the reuse and conversion of that property to civilian use. This report, prepared by the Base Transition Development Services Team, provides the JACPC a land use plan for the creation of two industrial sites: the east site of about 1,100 acres and the west site of about 1,800 acres. To manage the development of the industrial sites, the State of Illinois passed enabling legislation for the creation of the Joliet Arsenal Development Authority. The Army would convey property to this Authority.

This plan recommends a series of actions to create and develop the two industrial sites. For the convenience of its readers, this report repeats certain subjects and findings in several sections, so that the entire report needn't be read to understand a specific subject. Thus, each section can be read alone. After the Introduction, those sections include Land Use Concepts, Physical Conditions, Market Analysis, Financial Analysis, and Implementation and Recommendations. The report should be useful to communities that are undergoing base closings similar to that in Joliet.

120. Market Feasibility Study: Strawboard Building Material

Author: Venture Catalyst/Growth Resources Group, St. Paul, MN

Organization: Central Montana Resource Conservation & Development, Inc., Roundup, MT

Date: 1994

Project No.: 05-06-02584

NTIS No.: PB96-107644, A05 (\$27.00)

Key Words: agriculture, building products,

environment, marketing, Montana, recycling, technology

The grantee's board of directors and staff are constantly searching for new and alternative methods and processes that can satisfy the area's economic needs with the greatest conservation of natural resources. A low-density, straw-based building panel was introduced several years ago in the United States without commercial success. However, it may now have a chance under new market conditions, while utilizing a waste product that is widely and abundantly available annually.

This report provides an analysis of the market potential of a building board product manufactured using wheat straw as the primary raw material. The study assesses many attributes of the marketability of "Stramit," including the size of the potential market, the available competing product price range, and questions of industry acceptance. The study also provides the basis to assess the number, size, and locations of possible production facilities to serve the anticipated markets. The study concludes with a summary of potential market segments for strawboard-type products and detailed recommendations that include working with potential users to develop a product that meets the needs of office furniture manufacturers, housing prefabricators, commercial contractors, and others.

121. Marketing the West: West Kentucky's 42-County Regional Marketing Plan & Guide

Author: not identified
Organization: West Kentucky Corporation, Murray, KY
Date: 1996
Project No.: 04-06-04110
NTIS No.: PB97-105522, A07 (\$33.00)
Key Words: agriculture, exports, Kentucky, marketing, public-private partnerships, regional development

In 1992, the Kentucky General Assembly created the West Kentucky Corporation (WKC)—a public-private partnership—to guide regional development and improve the economic well-being of residents of the state's 42 western counties. This study was initiated by the WKC Board as a way to define goals and strategies to help create a more competitive regional business climate by identifying development strategies, existing economic resources, and marketing targets. Data and information for this study came from a variety of sources, with studies and opinions of West Kentucky development professionals playing a major role in the project's outcome. The most important source of information was a

marketing survey conducted among all of the region's chambers and economic development and tourism organizations.

The underlying goal of this marketing plan is to strengthen West Kentucky's economic base by finding ways to help build globally competitive economies. The study revealed a number of commonly held viewpoints among the region's development professionals. A majority viewed "image marketing" of their communities as their most important activity. Economic development efforts are heavily characterized by the "old smokestack era," as opposed to the more contemporary global-competition, high-technology approaches. Labor force education and skills development are top priorities, as are business loan funds and incentives. Development opportunities were seen in the areas of agriculture and specialty food production. Domestic and foreign exporting was seen as a key to regional business expansion.

122. MRRPC/EDA Dam Safety Project: Buffalo, Crawford, Monroe, Pierce, and Vernon Counties, Wisconsin

Authors: Ayres Associates, Eau Claire, WI
Organization: Mississippi River Regional Planning Commission, La Crosse, WI
Date: 1997
Project No.: 06-06-61089
NTIS No.: PB99-126435, A06 (\$29.50)
Key Words: dams, floods, Midwest Flood of 1993, natural disasters, Wisconsin

The heavy rains that inundated western Wisconsin, and much of the Midwest, during the spring and early summer of 1993 heightened local officials' awareness of the importance of maintaining and properly regulating the many dams in the rugged unglaciated "Driftless Area." The ensuing Federal Disaster Declaration yielded subsequent funds for the preparation of a *Long-Term Flood Recovery Plan*. One of the plan's programs called for an analysis of the dams in western Wisconsin's "Driftless Area."

This document summarizes that project's 114 dam safety reports involving 42 dams. The purpose of the reports is to delineate more precise floodplain boundaries below the dam in the event of a breach; assess the structural integrity of the dam; provide dam operation, inspection, and maintenance recommendations; and develop an emergency action plan to minimize the loss of property and life in the event of a dam breach. The potential economic loss resulting from a dam breach was also determined for each of the 42 dams. Such losses range from \$121,000 to \$7.1 million. The reports have all undergone a conformance review by the Wisconsin Department of Natural Resources.

123. North Central Kansas Labor Force Training Program

Author: not identified
Organization: North Central Regional Planning Commission, Beloit, KS
Date: 1996
Project No.: 05-06-02792
NTIS No.: PB97-109268, A03 (\$23.00)
Key Words: employment, Kansas, labor market information systems, local development

The presence of an adequate supply of skilled labor is key to the economic development of any region, for it forms a major resource sought by resident and new business alike. The project focused on the best means of providing that resource by creating an Assessment Center and developing a methodology controlled by the region's economic development professionals, not the educational institutions, although the latter perform an educational and training role in the model. The methodology compares the education and skills of an individual against one of a number of standards that were formulated in cooperation with area businesses through tests taken by their best employees. The results of such comparisons disclose the training and educational gaps that exist in the resident skills of the individual being tested. After these gaps are revealed, the center is able to prescribe the classwork or experience needed to gain the requirements of the position sought.

124. Sacramento Region Quality-of-Life Index 2000

Authors: Collaborative Economics, Inc., Palo Alto, CA
Organization: Sacramento Metropolitan Chamber of Commerce, Sacramento, CA
Date: 2000
Project No.: 07-06-03979
NTIS No.: PB2001-108593, A04 (\$25.50)
Key Words: amenities, California, environment, quality of life, regional development, sustainable development

This Quality-of-Life report offers a mirror on the social, economic, and environmental vitality of the six-county Sacramento region. It represents nearly a year's worth of work by a diverse group of community volunteers working under the banners of Valley Vision and the Regional Action Partnership. They hosted regional workshops, interview more than

50 civic leaders, and reviewed the experiences of other communities around the country that tackled similar projects.

The result is a set of 32 measurable and relevant indicators that collectively provide policy makers and the public with a unique reality check on the strengths and weaknesses of the region's economy, society, and environment. They show a region in transition from a government- and agriculture-based economy to one that is much more diverse and broad based. They show a region that has made substantial social progress, but that has significant challenges in the areas of crime, education, and housing that demand attention. And it shows a region whose population growth has put a severe strain on its physical environment, impacting air quality, traffic congestion, land use, and open space.

125. Satellite Teleconference Project on Rural Community and Economic Development

Author: Norman Walzer
Organization: Western Illinois University, Illinois Institute for Rural Affairs, Macomb, IL
Date: 1994
Project No.: 06-06-02590
NTIS No.: PB96-113824, A04 (\$25.50)
 Also available from the grantee. (309/298-2237)
Key Words: development strategies, local development, rural development, small towns

Rural community and economic development administrators face an adverse set of socioeconomic trends. Population declines, downsizing of firms and plants, high unemployment, and loss of retail establishments occur in many small communities. At the same time, these communities are competing with larger urban and suburban areas for a relatively small number of plants that are seeking locations. Sophisticated local economic development practices are beyond the reach of many officials in small communities. Exposure to more advanced community and economic development practices and techniques and greater skill in the implementation of these approaches is crucial to the success of development in rural areas. Seminars on economic development practices are available, but they usually are presented in large centers. Rural local officials and volunteers are often not full-time development practitioners and don't have the time or funds to participate in such seminars.

This project presented six seminars on local economic development practices and techniques using satellite technology. The programs were broadcast to six states: Arkansas, Illinois, Michigan, Minnesota, Montana, and Wisconsin. In

addition, a statewide Illinois conference on rural community and economic development was held. The topics included (1) getting started in economic development, (2) moving from a vision statement to an action plan, (3) conducting a business retention and expansion program, (4) revitalizing the downtown, (5) financing economic development programs, and (6) marketing a community. Videotapes of the programs were made and are sold at cost nationwide. The programs are being used by many local development agencies for training volunteers and newly appointed administrators.

126. Science and Technology Park: Preliminary Development Study, Detroit, Michigan

Authors: Hammer, Siler, George Associates, Silver Spring, MD, and others

Organization: Michigan Center for High Technology, Detroit, MI

Date: 1996

Project No.: 06-06-02728

NTIS No.: PB97-106652, A07 (\$33.00)

Key Words: advanced-technology industries, Detroit, science and technology parks, urban development

This major analysis tests the feasibility of developing a science and technology park, with a collaboration center as its initial building. Also included are development and funding strategies for that initial project. The Detroit development area being considered offers a number of locational advantages including proximity to major research institutions and a substantial base of businesses, an empowerment zone location, public and private commitments of support, and nearby quality development. With an aggressive program of site improvements, building construction, marketing, business assistance, and collaborative efforts, a science and technology park on this site should be able to overcome the typical problems of urban development—fear of crime, high tax burden, and distance from executive housing.

This park's first project, the Collaboration Center, will contain a technology incubator, international business support, conference facilities, worker training, and other functions. Its single building would contain three kinds of space: (1) office space for administration, incubator start-up companies, and support functions, (2) wet lab and high-bay space for incubator companies, and (3) conference and meeting facilities. The 6,000-square-foot Center project has an estimated cost of \$6.8 million. Potential key funding sources include EDA Public Works funds, a HUD loan guarantee, foundation support, and other sources. Various organizational alternatives are considered, including separate research park and incubator entities with separate staffs, and separate entities with a shared staff.

127. Shaping a Region's Future: A Guide to Strategic Decision Making for Regions

Authors: William R. Dodge and Kim Montgomery

Organization: Land-of-Sky Regional Council, Asheville, NC, and Strategic Partnerships Consulting, Pittsburgh, PA

Date: 1995

Project No.: 04-06-04015

NTIS No.: PB95-241683, A03 (\$23.00)

Key Words: competitiveness, development planning, development strategies, regional development

Regional strategic planning (RSP) has become a major decision-making tool in the 1990s. Some regions have already implemented regional strategic plans. They have engaged community leaders and citizens in developing achievable goals and targeted action plans to take advantage of emerging opportunities. Some regions have been reluctant to undertake regional strategic planning. The regions that have implemented these plans have reaped most of the returns in terms of economic growth.

EDA and the Appalachian Regional Commission sponsored the preparation of this manual. Its purpose is to assist regional development organizations (RDOs), such as economic development districts and local development districts, in using RSP to address economic competitiveness and other intercommunity and regional challenges. RDO directors guided the preparation of the manual and reviewed early drafts. Over thirty RDO directors and staff attended a two-day workshop to critique the final draft. Following an introduction, the manual's chapters cover (1) an overview of RSP, (2) initiating and designing the RSP process, (3) analyzing future regional change, (4) developing a regional vision and competitive niches, (5) selecting and formulating strategies, (6) implementing plans and institutionalizing RSP capacity, (7) RSP case studies, (8) RSP questions and examples, and (9) RSP references cited.

128. Small Business Management Guide *Guía para el Manejo de Pequeños Negocios*

Author: Bill Chandler

Organization: Washington Association of Minority Entrepreneurs (WAME), Yakima, WA

Date: 1996
Project No.: 07-06-03445
NTIS No.: PB97-112619, A09 (\$41.00)
 Also available from WAME (now RCDR) 509/453-5133.
Key Words: entrepreneurs, Hispanics, minority-owned businesses, small businesses, Spanish-language report

The purpose of this guide is to provide entrepreneurs with the basics of starting and operating a small business. Although the guide doesn't cover all aspects of operating a small business, it does touch on the basics of accounting, cash flow management, marketing, personnel management, licensing requirements, and tax issues. These fundamentals will allow the small-business owner to operate in compliance with tax and regulatory agencies and help ensure long-term success. The guide is used as part of the business training required as part of the Yakima County Microloan Program and the Regional Microloan Revolving Loan Fund Program, which the grantee administers as part of its technical and financing assistance to low- and moderate-income entrepreneurs who don't qualify for conventional financing. The goal of the guide and the training program is to develop a business plan for presentation to the program's Loan Committee. The single volume contains both English and Spanish versions of the guide, which is periodically updated by the grantee.

129. A Study to Ascertain Employment Skills Needed by South Dakota Manufacturers and Processors

Authors: Mayuresh Kelkar and Terry Richardson
Organization: Northern State University, Aberdeen, SD
Date: 1997
Project No.: 05-06-02860
NTIS No.: PB98-117096, A03 (\$23.00)
Key Words: employment, manufacturing, South Dakota, training

This project and its brief report are based on 333 responses to a relatively simple survey instrument that was sent to all firms listed in the 1995–96 *South Dakota Manufacturers and Processors Directory* published by the South Dakota Governor's Office of Economic Development. A similar study could be replicated in many other states. The survey identified respondent profiles, importance of job skills as perceived by the employers, satisfaction with job skills, knowledge of

mathematics and sciences, employee turnover issues, training issues, and skill availability issues.

Analysis of the survey found that employers tend to view personality characteristics—such as integrity, honesty, and work ethic—as vital for employees. Employers stated that much improvement is needed in the areas of critical thinking, written and oral communication skills, and knowledge of mathematics and sciences. Manufacturers and service organizations ranked algebraic skills of their employees higher than did wholesalers and retailers. Manufacturers reported a severe shortage of skilled welders and machine operators. Meat companies expressed a need for better trained meat cutters and livestock nutritionists.

130. Survey of Best Practices in Community-Based Employment Training and Placement

Author: not identified
Organization: Greater North-Pulaski Development Corporation, Chicago, IL
Date: 1997
Project No.: 06-06-02754
NTIS No.: PB98-117104, A04 (\$25.50)
Key Words: Chicago, community-based organizations, employment, inner cities, local development, minorities, training

Greater North-Pulaski Development Corporation (GNPDC), a nonprofit neighborhood-based industrial and community development corporation, conducted this original research to identify best practices in community-based employment training and placement nationwide. The research focused around in-depth surveys of agencies involved in the field, a literature review, and the convening of an advisory panel. The report discusses three categories of best practices: employer oriented, client oriented, and network oriented. It also provides profiles of eight community-based employment training and placement agencies, each utilizing one or more of these approaches. A survey of labor force needs among industrial companies in that community supplements the best practices survey. The survey findings will guide GNPDC in designing a program for its Northwest Chicago community that will network local employers with community-based training organizations. The goal is not to develop a model of best practices, but rather to understand those practices that are successful. In that way, the appropriate practices can be synthesized and applied to the local situation.

The best programs displayed one or more of the following features:

1. An emphasis on direct, active employer involvement in the formation and ongoing management of the program.

2. A networking function that encourages employer input and involvement, facilitates communications, and improves efficiency of a decentralized, neighborhood-based approach.

3. Training and placement practices that meet the needs of clients who are often not academically oriented.

4. Recognition of job retention by the client as a critical issue.

131. Taking on the World: Successful Strategies for Building a Regional Export Assistance Program, Third Edition

Author: not identified

Organization: SEDA–Council of Governments (SEDA–COG), Lewisburg, PA

Date: 1999

Project No.: 01-05-11095.97 (EDA Planning)

NTIS No.: PB99-150278, A08 (\$36.00)
Also available from SEDA–COG, R.R. #1, Box 372, Lewisburg, PA 17837, (1-800-332-6701).

Key Words: export assistance, exports, international trade, local development, regional development, small and medium-size enterprises

Exports offer a promising avenue to regions for expanding and strengthening their manufacturing sector. In today's global economy, international competitiveness is a necessity. However, there is little practical guidance available to economic development agencies and others who are trying to establish a program for assisting companies in international trade. This guide is intended to help fill that need. This third edition of *Taking on the World* traces its roots to recognition by EDA that a significant role exists for local and regional agencies in the export assistance process. EDA concluded that such agencies across the country can benefit from the experience of other agencies that have established a record of successful export assistance.

The guide is intended for use by local and regional agencies that are considering adding export assistance and trade development to their economic development services. The guide provides a step-by-step approach to creating such a program from scratch, and allows for modification and variation to suit local circumstances. Often, the only barrier preventing smaller firms from developing foreign markets is the lack of readily available advice and assistance.

Taking on the World is based primarily on the experiences of the grantee (SEDA–COG, a multicounty economic development organization located in central Pennsylvania) and six other Pennsylvania local development district export programs. In addition, the guide is augmented by the experiences of a number of other successful programs throughout

the country. A variety of approaches have been used by these programs and their experiences should help new export programs avoid many common mistakes.

132. Value-Added Specialty Cheese Processing Feasibility Study for Maine: Identifying Opportunities and Constraints

Author: John M. Joseph

Organization: Thomas College, Waterville, ME

Date: 1996

Project No.: 01-06-03429

NTIS No.: PB97-135834, A07 (\$33.00)

Key Words: agriculture, dairy products, food processing industry, Maine

The Kennebec Valley Economic Development District has experienced a substantial reduction in manufacturing employment and remains vulnerable to further losses in traditional sectors, including the dairy industry, which is the focus of this report. Kennebec County has had, and continues to have, the largest dairy-farm industry in Maine, but this sector has received little attention from the economic development community. This project was designed to examine development opportunities in the dairy sector. EDA's grant received supplemental support from local communities.

The project identified a growing market for a wide range of dairy products. A group of small farmers in Maine have expressed enthusiasm for serving this potential market. The report describes how specialty cheese and other niche-market dairy products could be feasible in Maine and could help make small dairy farms sustainable. However, successful development of these products and markets will need support and cooperation from the state government, the state university, the economic development community, the regulatory community, and the financial community. The report provides practical information concerning cheese markets, production and cost factors, and organizational models for farmers and entrepreneurs interested in cheese production.

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